CENTER FOR DEMOCRACY AND GOVERNANCE

"...promoting the transition to and consolidation of democratic regimes throughout the world."

USER'S GUIDE

July 31, 2000

Center for Democracy and Governance
Bureau for Global Programs, Field Support, and Research
U.S. Agency for International Development
Washington, DC 20523-3100

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As of July 31, 2000

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*See page 46 for biographical information on Center technical staff.

Key:

DF - Democracy Fellow
DOJ - Department of Justice detailee
DOL - Department of Labor detailee
IPA - Intergovernmental Personnel Act
PaL-Tech - Planning and Learning Technologies

PMI - Presidential Management Intern
R&RS - Research & Reference Services Project/CDIE
RSSA - Resources Support Services Agreement
USDH - U.S. Direct Hire

A DG CENTER OVERVIEW

USAID has identified *"building sustainable democracies"* as one of the Agency's four overarching goals and in 1994 established the Global Bureau's Center for Democracy and Governance to serve as the Agency's focal point for this critical area of sustainable development. The Center's primary purpose is to *"promote the transition to and consolidation of democratic regimes throughout the world."* It is organized in line with the Agency's four democracy-related objectives: 1) **strengthening rule of law and human rights**, 2) **more genuine and competitive political processes**, 3) **increased development of a politically active civil society**, and 4) **more transparent and accountable government institutions**.

The Agency's primary means of implementing DG programs in "presence" countries remains USAID Missions. The Center's role is to assist missions by providing technical support, where appropriate, and mission-friendly implementing mechanisms specifically targeted to DG programs. In well-defined circumstances, these mechanisms may also be used to work in "non-presence" countries. Overall, the Center's support of missions is provided through an inter-linked approach that involves technical leadership, field support, and direct program management.

This *User's Guide* describes how USAID Missions and bureaus can contact the Center's staff and access the technical services it provides. It presents an overview of the Center, information on staff and team assignments, and useful descriptions and contact information on each implementing mechanism, which missions and regional bureaus may access.

The Center maintains a professional staff of democratic development experts. They are assigned to technical teams that parallel the four DG objectives (**rule of law**, **elections and political processes**, **civil society**, and **governance**) and that cross-cut the four objectives (**strategic planning and field support** and **program and information**). An experienced senior advisor heads each team, which provides strategic direction and manages a number of implementing mechanisms that extend its technical work.
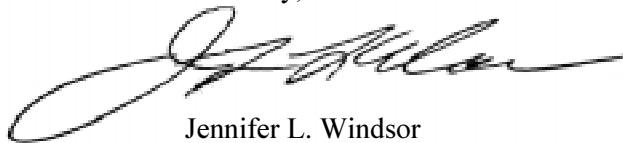
In addition, the Center maintains four regional teams to better support field missions. By complementing the technical teams, they allow the Center to form a "matrix-based" management structure. The regional teams correspond to the Agency's regional bureaus: **Africa**, **Asia and the Near East**, **Europe and Eurasia**, and **Latin America and the Caribbean**.

Upon request, the strategic planning and field support team assists missions by performing on-site DG sector and sub-sector assessments, assisting in the formulation of country-specific DG strategies, providing access to a common set of DG indicators, and supporting evaluations of DG programs. The team also manages mechanisms that cross-cut the Center's portfolio and addresses program initiatives that cross-cut the Agency's other major sectors.

The program and information team oversees the development and monitoring of the Center's programs, directs the development of Center program documentation, writes and publishes an array of Center print and electronic publications, researches and compiles DG-related technical information, coordinates substantive training for USAID DG officers, develops the Center's Intranet site and the Agency's DG Internet site, and plans the annual DG partner's conference.

I hope you find this *User's Guide* to be both informative and useful.

Sincerely,

Jennifer L. Windsor
Deputy Assistant Administrator
Director, Center for Democracy and Governance
Bureau for Global Programs, Field Support, and Research

TABLE OF CONTENTS

SECTORAL AND SUB-SECTORAL DESIGNATIONS

The following section is presented as a quick reference to the broad array of program areas supported by the Center and covered by its implementing mechanisms. For a further elaboration of these program categories, please refer to the Center's *Strategic Plan, 1997-2002* or contact the Center directly. The Center's *Democracy and Governance: A Conceptual Framework* also presents the strategic thinking underlying USAID's and the Center's worldwide involvement in these areas; ordering information is found on p. 44.

RULE OF LAW

The phrase "rule of law" embodies the basic principles of due process and equal protection under the law. In many states where fundamental laws have yet to be enacted or where democratic traditions are weak, existing laws may not be equitable or equitably applied and judicial independence is compromised. Civil and political rights, especially for women and minorities, are not truly guaranteed. Institutions have not yet developed the capacity to administer existing laws. The Center has distilled USAID experience in these areas and has developed mechanisms designed to improve

- Legal reform
- Administration of justice
- Citizens' access to justice
- Respect for human rights
- Constitutions and fundamental law

ELECTIONS AND POLITICAL PROCESSES

Free and fair elections reflecting the will of the people are essential to a functioning democracy. Elections offer political parties and civic groups an opportunity to mobilize and organize supporters and share alternative platforms with the public. They also serve to encourage political debate. Many countries, however, lack the institutional capacity to plan and implement such elections. The Center concentrates on seven elements essential to free and fair political processes:

- Impartial electoral frameworks
- Credible electoral administration
- Effective oversight of electoral processes
- Informed and active citizenries
- Representative and competitive multi-party systems
- Inclusion of women and other disadvantaged groups
- Effective transfers of political power

CIVIL SOCIETY

The hallmark of a democratic society is the ability of individuals to associate with like-minded individuals, express their views publicly, openly debate public policy, and petition their government. "Civil society" is the term which best describes the nongovernmental, not-for-profit, independent nature of this segment of society. USAID is working to strengthen commitment to an independent and politically active civil society in developing countries. The Center works to enable civil society organizations and independent trade unions to advocate policy reforms by

- Encouraging the development of enabling environments
- Assisting groups to become financially viable and self-sufficient

GOVERNANCE

A key determinant of successful democratic consolidation is the ability of democratically elected governments to provide "good governance." While many citizens of developing countries value characteristics associated with democracy (e.g., elections, human rights, and representation), they are equally interested in qualities such as public accountability, responsiveness, transparency, and efficiency. The Center focuses its governance support on

- Anti-corruption initiatives
- Decentralization/local capacity-building
- Civil-military relations
- Public policy development and implementation
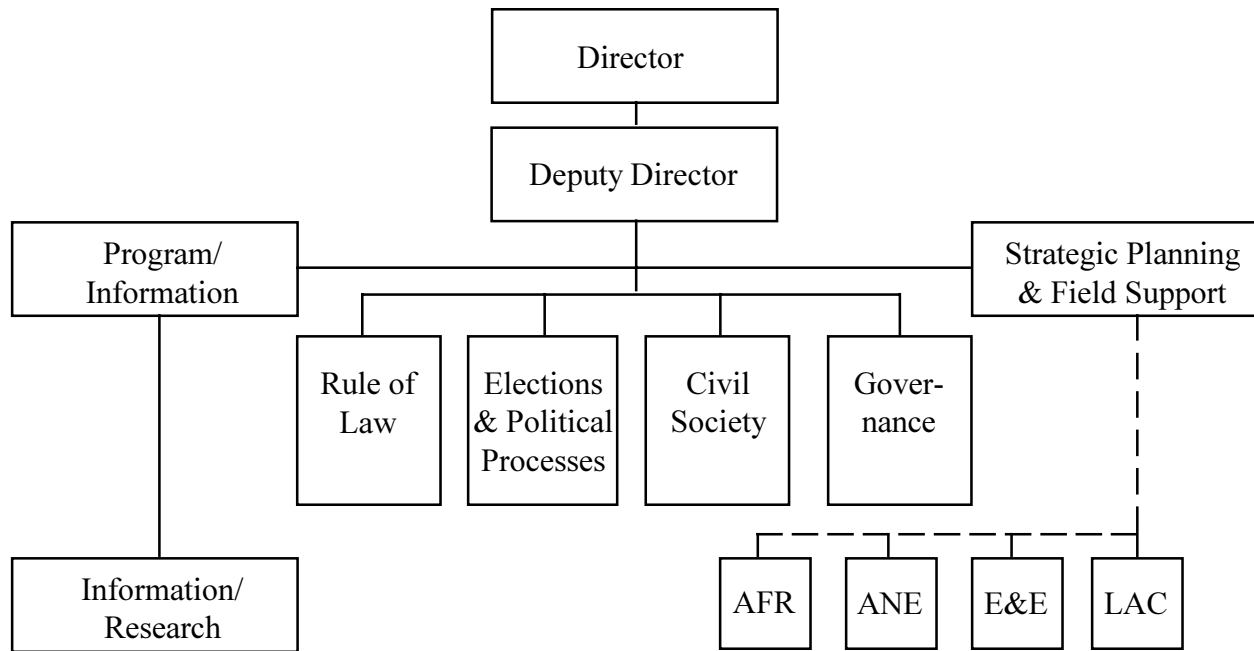- Legislative strengthening

USAID COUNTRY AND REGIONAL PROGRAMS WITH DEMOCRACY AND GOVERNANCE OBJECTIVES IN FY 1998[*]

	AFR	ANE	E&E	LAC	Total
Total USAID Missions/ other operating units	**29**	**16**	**25**	**17**	**87**
Number with DG objectives	23 (80%)	11 (69%)	21 (84%)	15 (88%)	70 (80%)
Objective 2.1: **Rule of Law**	Angola, Eritrea, Ethiopia, Liberia, Madagascar, Malawi, Mozambique, Rwanda, South Africa, Tanzania, Uganda, Zambia (12)	Bangladesh, Cambodia, Egypt, India, Mongolia, Nepal, Philippines, Sri Lanka, West Bank/Gaza (9)	Albania, Armenia, Belarus, Bulgaria, Croatia, Georgia, Romania, Russia, Slovakia, Tajikistan, Ukraine (11)	Bolivia, Brazil, Colombia, Dominican Republic, Ecuador, El Salvador, Guatemala, Guyana, Haiti, Honduras, Mexico, Nicaragua, Panama, Paraguay, Peru (15)	47
Objective 2.2: **Elections and Political Processes**	Benin, Guinea, Kenya, Liberia, Malawi, Mozambique, South Africa, Zambia, RCSA** (9)	Bangladesh, Cambodia, Indonesia, Mongolia (4)	Albania, Armenia, Belarus, Croatia, Georgia, Kazakhstan, Kyrgyzstan, Macedonia, Poland, Russia, Slovakia, Tajikistan, Ukraine, Uzbekistan (14)	Dominican Republic, El Salvador, Guyana, Haiti, Nicaragua, Paraguay, Peru (7)	34
Objective 2.3: **Civil Society**	Angola, Benin, Eritrea, Ethiopia, Ghana, Guinea, Kenya, Liberia, Madagascar, Malawi, Mali, Mozambique, Namibia, Nigeria, Rwanda, Senegal, South Africa, Tanzania, Uganda, Zambia, Zimbabwe, RCSA**, Sahel Regional** (23)	Bangladesh, Cambodia, Egypt, Indonesia, Mongolia, Nepal, Philippines, West Bank/Gaza (8)	Albania, Armenia, Azerbaijan, Belarus, Bulgaria, Croatia, Georgia, Hungary, Kazakhstan, Kyrgyzstan, Lithuania, Macedonia, Moldova, Poland, Romania, Russia, Slovakia, Tajikistan, Turkmenistan, Ukraine, Uzbekistan (21)	Bolivia, Brazil, Colombia, Dominican Republic, Ecuador, El Salvador, Guatemala, Honduras, Mexico, Nicaragua, Paraguay, Peru (12)	64
Objective 2.4: **Governance**	Angola, Benin, Eritrea, Ethiopia, Ghana, Guinea, Liberia, Madagas., Malawi, Mali, Mozambique, Namibia, Rwanda, Senegal, South Africa, Tanzania, Uganda, Zambia, Zimbabwe, Sahel Regional** (20)	Bangladesh, Egypt, Indonesia, Lebanon, Mongolia, Philippines, West Bank/Gaza (7)	Albania, Armenia, Bulgaria, Georgia, Hungary, Kazakhstan, Kyrgyzstan, Macedonia, Moldova, Poland, Romania, Slovakia, Tajikistan, Ukraine, Uzbekistan (15)	Bolivia, Dominican Republic, Ecuador, El Salvador, Guatemala, Guyana, Haiti, Honduras, Mexico, Nicaragua, Paraguay, Peru (12)	54

* Table source: *1999 USAID Agency Performance Report*. April 2000.
** Regional operating units other than USAID Missions.

HOW THE DG CENTER IS ORGANIZED

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                        │ Deputy       │
                        │ Director     │
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Jennifer L. Windsor, Director
James E. Vermillion, Deputy Director

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Aleksandra Braginski
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Mike Hancock

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Stephen Brager
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Cheryl Sparks

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Michele Schimpp

Democracy Fellows Program
Aud-Frances McKernan

Key: Team leaders underlined

NOTES: Regional teams are coordinated by the strategic planning and field support team and are staffed by country backstops drawn from other parts of the Center. The G/DG Information Unit (funded through CDIE/RRS) is attached to the program/information function. The information on this page was updated as of 7/31/2000. Because the assignments shift between printings of the *User's Guide*, USAID staff should refer to the Center's Intranet site, <http://inside.usaid.gov/G/DG/>, for an up-to-date listing.

HOW TO ACCESS A DG CENTER IMPLEMENTING MECHANISM

Copies of current acquisition and assistance awards have been sent to all missions and contracting officers. Sample statements of work are available from G/DG staff or from the web at http://inside.usaid.gov/G/DG/.

Accessing an indefinite quantity contract (IQC):
NOTE: There is no dollar value or time limit on delivery orders other than the IQC's ceiling/period of performance.

1) To access the IQCs, missions prepare a statement of work (SOW) for a task order that briefly describes the purpose, background, objectives, desired activities, deliverables, and/or performance measures as appropriate, as well as a notional budget and timeframe.
2) The SOW is shared with the G/DG cognizant technical officer (CTO) to ensure that the proposed activities are consistent with the IQC purpose and that the budget is within the existing award ceiling level. G/DG may also offer substantive comments on the SOW for mission consideration.
3) Fair consideration as to which of the IQC firms will undertake the proposed activity is required. Section F of the contract specifies a three-tiered fair consideration process. The first tier is a review of past performance. Past performance information is available from G/DG and on the Intranet at http://inside.usaid.gov/G/DG. The second tier is a review of proposed personnel and their availability. The third tier is a review of technical and cost proposals. Tier 2 and 3 documentation may be requested of the contractors if Tier 1 consideration is not decisive. If the mission determines that information at a tier, moving from 1-3, is sufficient to justify a fair consideration determination, there is no need to go to the next level, unless the proposed activities are $2 million or more. With requirements of $2 million or more, a Tier 3 review, managed by the mission's contracting officer, is required. If an awardee is selected based on a Tier 1 or Tier 2 review, a brief written justification is submitted to the mission contracting officer with the request to make the award.
4) After review of the SOW by G/DG and determination of fair consideration, the mission sends a formal request to its contracting officer to negotiate a task order under the IQC.

Accessing a leader with associates cooperative agreement:
NOTE: Please see page 15 for a more detailed explanation of this mechanism. Currently the leader with associates cooperative agreement is only available through the new human rights and rule of law cooperative agreements with the Freedom House/ABA/NDI and IFES/Law Group Consortia.

Accessing a grant or a cooperative agreement (CA):
NOTE: Proposed programs must fit within the scope of the activities funded by the central award. However, grantees and CAs may agree to extend their program in a given country or to initiate a program in a new country. Because grants and CAs are assistance instruments, USAID may not impose a particular activity, nor may it dictate which member of the CA shall implement a given program. Preferences, however, should be stated and will be forwarded to the CA by the CTO along with the draft SOW.

1. The mission sends a draft statement of work (SOW) to the G/DG program contact who serves as the cognizant technical officer (CTO). A notional budget should be attached.
2. If the existing grant or cooperative agreement program scope accommodates the proposed activity, the CTO reviews the mission SOW with the grantee. With grantee agreement the CTO responds to the mission, a funds transfer is arranged, and an incremental funding action is scheduled. If the mission SOW cannot be accommodated in the program description of the existing grant or cooperative agreement, the CTO assesses partner organization interest in the mission SOW and then, as necessary, requests negotiation of modification of the grant/cooperative agreement by the grants officer. This requires significantly more time.

Accessing a participating agency service agreement (PASA) or an interagency agreement (IAA):
NOTE: Proposed programs will be discussed with PASA or IAA agency staff to determine that agency's interest and ability to respond.

1. The mission sends a draft statement of work (SOW) to the G/DG program contact who serves as the cognizant technical officer (CTO).
2. After the G/DG and PASA/IAA review, mission is notified of approval and sends a formal request to the appropriate contracting officer to negotiate a buy-in or incremental funding action, as appropriate.

CROSS-CUTTING SERVICES
(Agency Objectives 2.1-2.4)

- **DG Analytical Services**
- **Democracy Fellows**
- **Information Unit**

IQCs FOR DG ANALYTICAL SERVICES

Strategic Support Objectives 2.1-2.4   **G/DG Contact:** Michele Schimpp (CTO)

IQCs	Award Number	Expiration
Associates in Rural Development	AEP-I-00-99-00041-00	9/29/2004
Management Systems International	AEP-I-00-99-00040-00	9/29/2004

Purpose: These two IQCs have been designed primarily to provide analytical and implementation services and to advance the technical excellence of the Agency's DG programs.

Possible Work Areas: The IQCs may be used to

- Undertake DG assessments, design DG sector strategies and evaluations, and manage for and report on results

- Provide information, documentation, training, networking, and research

- Purchase commodities and implement DG programs

- Provide direct technical assistance and/or advisory services to host country institutions (both governmental and non-governmental) and to promote the transition to and consolidation of democracy and improved governance

IG/DG has prepositioned funds allowing for the rapid deployment of resources, including qualified technical personnel for reconnaissance, planning and early implementation of assistance activities. Also, the IQCs include authorization for the management of a small grants program. Please contact the CTO for further information.

PRIME CONTRACTORS:

Associates in Rural Development, Inc. (ARD)
Rhys Payne
159 Bank Street; Third Floor
P.O. Box 1397
Burlington, VT 05402
Tel: (802) 658-3890
Fax: (802) 658-4247
E-mail: rpayne@ardinc.com
Web site: www.ardinc.com

Management Systems International (MSI)
Roberta Warren
600 Water Street, SW
Washington, DC 20024
Tel: (202) 484-7170
Fax: (202) 488-0754
E-mail: rwarren@msi-inc.com
Web site: www.msiworldwide.com

SUB-CONTRACTORS:

To ARD:
Caribbean Resources International
Center for the Study of Democracy, University of
   California, Irvine
Checchi & Company Consulting, Inc.
Innovative International Development, Inc.
International Science and Technology Institute, Inc.

To MSI:
Academy for Educational Development
The Asia Foundation
Evidence Based Research, Inc.
Institutional Reform and the Informal Sector,
   University of Maryland
International City/County Management Association
International Foundation for Election Systems
Michigan State University
Southern University and A&M College System
State University of New York at Albany

DEMOCRACY FELLOWS COOPERATIVE AGREEMENT

Strategic Support Objectives 2.1-2.4   **G/DG Contact:** Aud-Frances McKernan (CTO)

Cooperative Agreement	**Award Number**	**Expiration**
World Learning, Inc.	AEP-A-00-95-00024-00	9/30/2001

Purpose: The Democracy Fellows Program (DFP) develops the talents and the career commitment of junior and mid-level democracy experts by providing them with essential field experiences in international democracy-building. The DFP is intended to help promote democratic institutions in developing countries and transitional or emerging democracies, while also helping to develop a cadre of U.S. professionals and technical experts who will have gained invaluable field experience in international democracy, development, and governance issues.

Possible Work Areas: Fellows are expected to work in the specific field of democracy and governance, for example, working with evolving democratic institutions or transitional governments; providing policy analysis and advice; developing evaluation indicators and practical applied (not purely academic) research or methodologies; actively promoting improved democratic practices; providing technical comment on host country, USAID, or other donor organizations' plans and programs; helping to strengthen the capacities of local democratic organizations; providing electoral/constitutional assistance; promoting legal or judicial administration; promoting legislative and electoral reforms; and aiding the development of counterpart institutions and individuals. Each Democracy Fellowship must also include both some technical assistance that directly benefits a host country counterpart, as well as an approved "work product" (e.g., a series of articles, book, etc.) that significantly advances the state of democracy and development.

Matching and Negotiation: Any successful fellowship necessarily requires a high degree of symmetry between the expectations and needs of the fellow and those of the sponsoring organization. This also requires a measure of mutual flexibility, all within the stated fellowship program policies that USAID has established for the DFP. Obviously, pre-award negotiations may occur among the DFP, the identified fellowship candidate, and the mission which sponsors the fellowship. It is not anticipated that any candidate's proposal will exactly match the needs and priorities of the sponsoring organization, but it is expected that the fellowship selection process will yield specific Democracy Fellows whose proposals will serve as a realistic basis for jointly negotiating with the sponsor the annual fellowship work plan that is required of each fellow.

USAID costs for DFP fellowships come from mission program budget funding (not OE budgets), via an OYB transfer to G/DG. G/DG is absorbing the cost of program management, operations, administration, or other overall expenses. Missions may sponsor a fellowship for a period of one or two years, or (as most missions seem to prefer) for a one-year term, with the possibility of a renewal if mutually agreeable. The DFP will also consider the feasibility of somewhat shorter term fellowships (e.g., a nine-month fellowship which may be better suited to a fellow who otherwise works on an academic calendar). In general, however, very short-term mission needs, e.g., less than six months or so, probably should be pursued through alternative short-term consultant and contractor mechanisms, rather than through the DFP.

GRANTEE:
World Learning, Inc.
David Burgess
1015 15th Street, NW; Suite 750
Washington, DC 20005
Tel: (202) 408-5420
Fax: (202) 408-5397
E-mail: dem.fellows@worldlearning.org
Web site: www.worldlearning.org

Strategic Support Objectives 2.1-2.4   **G/DG Contact:** John Wiebler (CTO)

> **Contract:**
> Academy for Educational Development

Purpose: To communicate technical knowledge to USAID field missions and partner organizations in order to strengthen DG program lessons, implementation, and reporting.

Work Areas: The Information Unit works in three principal areas: communications, training, and research. The communications function covers the following activities, most of which are distributed exclusively through AIDNet to USAID staff. Those that are marked with an asterisk (*) are also available to an external audience upon request:

- Designing, editing, and publishing the *Democracy Dialogue* technical notes series *
- Writing/editing *Democracy Report*, a weekly electronic newsletter based on the Tuesday Group presentations to USAID staff
- Writing/editing *Democracy Exchange*, a periodic electronic newsletter to inform field and Washington DG staff of Center issues, events, and resources
- Writing/editing *Democracy Dispatches*, a two-part electronic newsletter: the first part solicits input from the field on a particular topic, and the second part is an analysis of that feedback
- Designing, managing, and maintaining the Center's Intranet site
- Designing, managing, and maintaining the Center's Internet site *
- Designing, editing, and publishing documents in the Technical Publication Series *

Training activities include the following:

- Coordinating the annual DG officers' training conference
- Coordinating the annual partners' conference
- Orienting/training new DG staff
- Advising technical teams on workshops/conferences

Research activities involve the following:

- Researching and writing subsectoral background information in support of Center documentation
- Preparing congressional Q&A's
- Performing an annual analysis of DG sub-sectoral and regional trends
- Providing DG reference services

RULE OF LAW
Strengthening rule of law and respect for human rights
(Agency Objective 2.1)

Technical Team Leader
Gail Lecce

Just as there are many ways of defining rule of law sector elements and problems, there are also numerous ways of developing rule of law programs. The Center supports work in rule of law in three areas:

- Improving outdated or otherwise inadequate legal frameworks and codifying human rights
- Strengthening justice-sector institutions
- Increasing citizens' access to justice

The relative importance of these factors in a given country depends upon its cultural and historical legacy and other contextually defined conditions.

Priority Areas: Legal reform, administration of justice, citizens' access to justice, respect for human rights, and constitutions and fundamental law

IQCs FOR RULE OF LAW

Results Package Number: 932-001 **G/DG Contacts:** Michael Miklaucic (CTO)

IQCs	Award Number	Expiration
National Center for State Courts	AEP-I-00-00-00011-00	3/27/2005
The IRIS Center	AEP-I-00-00-00012-00	3/28/2005
Management Sciences for Development	AEP-I-00-00-00013-00	3/27/2005

Purpose: In many states with weak or nascent democratic traditions and underdeveloped economies, the processes and institutions that are necessary to uphold the rule of law are incompletely evolved, ineffective, or may not even exist. Legal frameworks are often out of touch with social reality and contemporary needs, and often diverge significantly from internationally accepted norms. Customary and informal practice may cause further deviations. When these conditions prevail, the rule of law, democratic reform, and sustainable economic development cannot be achieved.

The purpose of these IQCs is to support transition to, and consolidation of the rule of law, and the promotion and protection of human rights throughout the world. Activities under these IQCs will improve and enhance the Agency's performance in facilitating the growth and sustainability of legal and judicial systems that promote a rule of law consistent with respect for human rights and market-based economies, commitment to legal equity, and democratic principles.

Possible Work Areas: Activities under these IQCs will involve the following functional areas: (1) legal frameworks, (2) justice sector institutions, (3) access to justice, and (4) building constituencies for sectoral reform.

(1)   Legal Frameworks: Work in this area addresses a nation's legal framework (its constitution, organizational, procedural, and substantive laws, and regulations). If these are inadequate, promoting the rule of law can become a futile endeavor. For example, many developing countries inherited legal structures from colonial powers. These structures are usually antiquated or inconsistent with contemporary social and economic realities. Often, constitutionally recognized human rights guarantees are not supported in the secondary laws that effectively govern sectoral operations. These operations are also impeded by laws defining basic organization in ways that entrench inefficiencies, facilitate or encourage corruption, and undermine institutional mandates. Outdated laws often inhibit commercial transactions, and prohibit the adoption of modern technologies and practices.

(2)   Justice Sector Institutions: In most countries, the justice sector is comprised of several interdependent institutions: the judiciary, prosecutors, investigators and the police, public defenders, and the private bar. In most developing and transition countries, justice sector institutions suffer from a lack of integration, uneven development, and often incompatible institutional mandates and traditions. In addition, lack of skills and knowledge to make new systems work as intended, along with informal practices, may further distort performance. The objective for work in this area is to assist institutions to make them more efficient and effective.

(3)   Access to Justice: In many countries, years of colonialism, authoritarianism, or brutal dictatorship have robbed individuals of any expectation of fair treatment by governmental institutions. Often there is little understanding or information about rights and how to use the justice system to defend them. Inadequate capacity of the courts and resulting case backlogs frequently mean that justice is both delayed and denied. Work in this area focuses on promoting equal access to justice to ensure that all individuals are able to seek and obtain redress for their grievances—be they with other private parties or with state officials or organizations.

(4)   Building Constituencies for Reform: Reform of the justice sector is a political process and requires political support to succeed. Despite the many complaints about justice systems, and the often very clear picture of what needs to be fixed, reform programs are often stymied by a lack of effective local backing. Vested

interests, powerful opposition, or the sheer weight of inertia and fear of the unknown frequently prevent any but the most minimal advances. Like the particular problems, the political obstacles vary from country to country, but in all cases, the common challenge is to generate broader interest, coordinate the actions and concerns of a variety of political actors, reach consensus on a common plan of action, and maintain support through its implementation. Work in this area is focused on developing the political will necessary to carrying through with reforms.

Specific tasks under these IQCs may include, but are not limited to the following:

- Justice sector assessments

- Justice sector strategy development

- Justice sector activity design

- Justice sector institutional analysis

- Justice sector planning

- Justice sector technical assistance

- Analysis of linkages between rule of law and economic growth objectives

- Judicial training

- Human rights training

- Other justice sector training

- Managing for results planning

- Financial analysis

- Legal analysis and research (in common and civil law systems, comparative legal systems, international law, labor law, constitutional law, business law, commercial law, law of associations, and general law)

- Auditing of justice-sector institutions

- Workshop and conference planning

- Publishing (e.g., monographs, studies)

- Procurement/logistics (e.g., computers and office supplies for courts)

G/DG has prepositioned funds allowing for the rapid deployment of resources, including qualified technical personnel for reconnaissance, planning and early implementation of assistance activities. Also, the IQCs include authorization for the management of a small grants program. Please contact the CTO for further information.

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To NCSC:
DPK Consulting
National Judicial College

To IRIS Center:
Abt Associates, Inc.
American University,
    Washington College
    of Law
Casals & Associates
InterAmerican Bar Foundation
International Programs
    Consortium, Inc.
Amex International, Inc.
Barents Group
Center for International
    Development and Conflict
    Management, University of
    Maryland
International Law Institute
Spangenberg Group

To MSD:
SUNY, New York University
American University
Planitech
Brown & Co.

RESOURCE GROUP:
Environmental Law Institute, and
    others

HUMAN RIGHTS AND RULE OF LAW COOPERATIVE AGREEMENTS

Results Package Number: 932-001   **G/DG Contact:** Aleksandra Braginski (CTO)

Cooperative Agreement	Award Number	Expiration
RIGHTS Consortium	AEP-A-00-99-00016-00	3/4/2004
IFES/Law Group Consortium	AEP-A-00-99-00017-00	3/22/2004

Purpose: G/DG has awarded two "leader with associates cooperative agreements" to nongovernmental organizations to enhance the Agency's capacity to promote respect for human rights and the rule of law by providing accelerated access to NGOs with extensive human rights and rule of law expertise. The RIGHTS Consortium includes Freedom House as the lead organization with the American Bar Association's Central and Eastern European Initiative (ABA/CEELI) and the National Democratic Institute for International Affairs (NDI). The second consortium includes the International Foundation for Election Systems (IFES) as the lead organization and the International Human Rights Law Group (Law Group).

Possible Work Areas: Both consortia offer programs in the following areas:

- Strengthening legal protections for human rights and gender equity in conformance with international standards

- Promoting the reform of judicial, legal, and regulatory frameworks (codes, laws, constitutions, etc.) that support democratic institutions and market-based economies

- Strengthening justice sector institutions, including the judiciary, prosecution, legal defenders, and civilian police

- Improving access to justice and the skills and knowledge necessary to use the justice system effectively, including legal literacy, legal, and alternative dispute resolution programs

Leader with Associates Cooperative Agreements: The two cooperative agreements are structured to offer USAID accelerated access to the expertise of the NGO partners. Awarded as "leader with associates" agreements, missions and bureaus may negotiate and award, with no further competition (and without the noncompetitive justification required by ADS 303), separate cooperative agreements or grants to the partner organizations for work in rule of law and human rights. Associate award provisions are thereby loosely analogous to those for task orders under an IQC. In addition, G/DG funding of the leader awards pre-positions resources for the quick mobilization of personnel when needed. For USAID Missions and bureaus, the cooperative agreements thus offer ready assistance in meeting urgent requirements for assessments, strategy formulation, activity design, and implementation start-up. The rapid response capability is expected to be especially useful in the programming of economic support funds and non-presence country activities.

The scope of activities that are eligible to be undertaken through either the leader or associate agreements is broad and meant to cover the complete spectrum of donor assistance activities in rule of law and human rights. Specifically, an activity that is consistent with the above stated purpose or work areas is eligible to be undertaken with the provisions of the new cooperative agreements.

The leader agreements have an authorized funding level of $4 million each and a five-year life (see expiration dates at top). There is no limit on the value of individual associate awards, nor ceiling on the total value of associate awards that may be awarded over the effective life of the leader agreement. Associate awards may extend beyond the life of the lead award.

Missions and bureaus interested in accessing the services of either of the two cooperative agreements should contact **Aleksandra Braginski** for further details and guidance.

Core Activities:

Leader Cooperative Agreements—G/DG will fund core activities under the two leader cooperative agreements to which missions and regional and other central bureaus may also wish to contribute. Core funds will be spent on four main areas: rapid response assistance in non-presence and priority presence countries; regional and inter-regional human rights and legal advocacy networks; development and dissemination of resource materials; and assessment and evaluation. Core funding is, unfortunately, very limited, and field missions may fund core activities with their own funds.

Associate Award Activities—Missions/bureaus fund all "associate" award activities.

IFES/LAW GROUP CONSORTIUM:

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AFFILIATES:

With the IFES/Law Group Consortium:
International Law Institute

With the RIGHTS Consortium:
American Center for International Labor Solidarity
Columbia University Center for the Study of Human
  Rights
The International Association of Women Judges
The International Center for Journalists
The International Rescue Committee
The International Women Judges Foundation
Northwestern University Law School
  Human Rights Center
Women Law and Development International

U.S. DEPARTMENT OF JUSTICE PASA

Results Package Number: 932-001   **G/DG Contact:** Michael Miklaucic (CTO)

PASA	**Award Number**	**Expiration**
Department of Justice	AEP-P-00-96-00024	9/30/2001

Purpose: Strengthening the capacity of legal systems and institutions to render justice fairly and effectively is fundamental to establishing the rule of law. To advance USAID's efforts in these areas, G/DG entered into a Participating Agency Service Agreement (PASA) with the U.S. Department of Justice (DOJ). Under the PASA, USAID Missions around the world can utilize DOJ's expertise to conduct justice sector assessments, design ROL projects, provide technical assistance and training, review laws and legislation, and make policy recommendations.

Possible Work Areas: Through its office for Overseas Prosecutorial Development, Assistance and Training, DOJ can offer a broad range of ROL support by drawing from its pool of administrative personnel and 8,000-plus attorneys, as well as other legal sector professionals. For example, DOJ can provide technical assistance and training to judges, prosecutors, and other justice sector personnel in such areas as basic legal and investigative skills, professional responsibility, case management, budgeting, and strategic planning. In addition, DOJ can offer more specialized assistance directed at addressing a variety of crime problems, including public corruption, fraud, money laundering, organized crime, and child exploitation. While the PASA emphasizes criminal justice assistance, it also enables USAID Missions to access DOJ's expertise in other areas, such as civil rights, commercial law, and environmental law.

Depending on their availability and departmental interests, DOJ personnel may be available for short- to long-term ROL assignments. In general, with respect to short-term assignments, it is envisioned that DOJ will continue to pay the salary costs of its personnel, while USAID will cover additional costs associated with ROL activities, such as travel and per diem. Thus, aside from providing access to considerable legal resources, the PASA offers missions a cost-effective means of delivering ROL assistance.

This agreement must be accessed through the Center for Democracy and Governance. USAID Missions should contact **Michael Miklaucic**, the cognizant technical officer for the DOJ PASA, to discuss the agreement. Please do not contact DOJ directly.

INTERNATIONAL DEVELOPMENT LAW INSTITUTE GRANT

Results Package Number: 932-001   **G/DG Contact:** Michael Miklaucic (CTO)

Grant	Award Number	Expiration
International Development Law Institute	AEP-G-00-97-00031-00	9/30/2003

Purpose: To support specific programs being developed by the International Development Law Institute (IDLI) which contribute to USAID objectives in the rule of law field.

Possible Work Areas: Activities over the life of the grant might include training of lawyers and judges; development of judicial benchbooks; organization of conferences and/or workshops dealing with impact analysis of legal reform and training at the country level; country legal sector needs assessments; activities developing synergisms among democracy, governance, and economic growth; technical assistance; and other activities leading to the strengthening of legal and judicial organizations within the context of USAID programs.

Training activities are expected to consist primarily of focused, in-country customized training workshops as agreed by USAID and IDLI, but may also utilize the Rome Training Center and the IDLI basic curriculum, as appropriate.

GRANTEE:
International Development Law Institute (IDLI)
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00187 Rome, Italy
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U.S. FEDERAL JUDICIARY IAA

Results Package Number: 932-001   **G/DG Contact:** Jan Stromsem (CTO)

IAA:
U.S. Federal Judiciary

Purpose: This inter-agency agreement (IAA) facilitates the participation of the U.S. Federal Judiciary in promoting the rule of law within the context of USAID strategies throughout the developing world. USAID Missions can utilize the agreement as a means of sharing the expertise and experience of U.S. federal judges (and other judicial personnel) with counterparts in host country judges (and other judicial personnel) with counterparts in host country judiciaries.

Possible Work Areas: In addition to judicial exchanges, the IAA envisions workshops and training sessions on a range of topics including (but not limited to)

- Judicial independence
- Judicial administration
- Judicial review
- Constitutional courts
- Judicial ethics
- Judicial education
- Jury systems
- Case management
- Alternative dispute resolution

This agreement must be accessed through the Center for Democracy and Governance (G/DG). USAID Missions should contact **Jan Stromsem** to discuss the agreement. Please do not contact the U.S. Federal Judiciary, Administrative Office of the U.S. Courts, or the Federal Judicial Center directly. The agreement can be used in conjunction with delivery/task orders under other procurement mechanisms. For example, rule of law assessments, evaluations, training, or other implementation activities funded through contracts, cooperative agreements, or grants with other entities can be supplemented by the participation of U.S. Federal Judiciary personnel via a buy-in to this IAA.

ELECTIONS AND POLITICAL PROCESSES
More genuine and competitive political processes
(Agency Objective 2.2)

Technical Team Leader
Susan Kosinski

Elections can be a primary tool to help force political openings and expand political participation. In recent years, elections have been a principal vehicle for democratization, as authoritarian governments have frequently fallen to democratic forces. Electoral campaigns also tend to foster political liberalization. For an election to be free and fair, certain civil liberties, such as the freedoms of speech, association, and assembly, are required. Elections offer political parties and civic groups an opportunity to mobilize and organize supporters and share alternative platforms with the public. They also serve to encourage political debate.

Priority Areas: Impartial electoral frameworks, credible electoral administration, effective oversight of electoral processes, informed and active citizenries, representative and competitive multi-party systems, inclusion of women and other disadvantaged groups, effective transfers of political power

CONSORTIUM FOR ELECTIONS AND POLITICAL PROCESS STRENGTHENING

Results Package Number: 932-002   **G/DG Contact:** Susan Kosinski (CTO)

Cooperative Agreement	Award Number	Expiration
CEPPS	AEP-A-00-95-00038-00	12/31/2000

Purpose: G/DG has awarded a cooperative agreement to the Consortium for Elections and Political Process Strengthening (CEPPS), a joint venture among the International Foundation for Election Systems, the International Republican Institute, and the National Democratic Institute for International Affairs. All three are leaders in this field and jointly they possess a vast amount of experience and expertise. CEPPS programs may be implemented by one member of the consortium, by two or more working on activities separately, or by two or more members working jointly.

The purpose of this agreement is to strengthen and support democratic electoral and political processes by providing access to international and regional organizations that offer a full array of activities in this field. The emphasis is on long-term planning and sustainable development of electoral and political processes rather than event-driven, crisis-oriented activities centered on a single election.

Possible Work Areas: CEPPS has programs in the following areas: (1) pre-election assessments; (2) election administration; (3) political party development; (4) voter and civic education; (5) domestic and international observation; (6) post-election training; and (7) technical leadership, which includes assistance to legislatures and civic organizations as well as to political parties.

(1)   Assessments: Three types of assessments are available: (a) diagnostic pre-election assessments, for evaluating the state of preparations for elections and estimating the need for technical and material assistance; (b) political assessments, for gauging: the political will of incumbents to hold credible and competitive elections, the viability of political parties, the capability of civic organizations to undertake civic/voter education or election monitoring, and the broader enabling environment; and (c) specialized assessments for studying areas such as the application of emerging election technologies, parliament, and access to the media.

(2)   Election Administration: In election administration, CEPPS members will provide short- and long-term assistance to entities and individuals administering elections. This assistance can be provided to legislators and elections officials to help develop and strengthen the election laws or constitution, to address problems identified in pre-election assessments, to plan logistics and other administrative matters, and to train trainers of election workers and poll watchers for civic organizations and political parties. Where appropriate, commodity procurement and training is possible.

(3)   Political Party Development: Political party development encompasses training of political parties in long-term organizational, capacity building, and campaign techniques, as well as leadership/candidate development at the national, provincial, and local levels. Political party development also includes leadership development and promoting women's participation in the political process. All assistance to political parties is done in a nonpartisan manner. There is no direct financial assistance to parties.

(4)   Voter/Civic Education: In voter and civic education, CEPPS members conduct long- and short-term programs covering the entire range of pre-, post-, and interim-election voter and civic education. Issues addressed include voters' rights and duties, the conduct of an election, sample ballot review, transparency, accountability, and responsiveness of representatives. These educational activities can include support for message development and various media transmission, as well as research and evaluation.

(5) Election Observation: Consistent with the focus on long-term, sustainable development, CEPPS plans to support training and capacity building for appropriate local NGOs to monitor elections, perform poll watching, conduct quick counts and other methods for monitoring the election process. Where appropriate, CEPPS will also organize international observers.

(6) Post-Election Training: Legislative strengthening/training can be directed at national, provincial, or local legislative bodies. These programs can bolster legislative effectiveness through training in coalition building, serving constituents, oversight roles, and facilitating public access to the legislature. These programs also include assistance in creating mechanisms for citizen participation in public policy, the development of legislation, and government accountability.

(7) Technical Leadership: Missions and regional bureaus may also wish to support CEPPS' technical leadership activities. CEPPS plans to hold symposia, conferences and exchanges on a variety of technical areas and will build regional networks of elections officials, NGOs, and political parties. CEPPS also aims to expand the participation of women and other under-represented groups, and will assist in-country partners in developing means to this end. CEPPS will also support the development of indigenous NGOs through small grants, TA, and improved coordination with other electoral institutions.

Core Activities: G/DG will fund CEPPS core activities to which missions and regional bureaus may also wish to contribute. Core funds will be spent on five main areas: rapid response assistance in non-presence countries and other special cases, regional and inter-regional networking, development and dissemination of resource materials, and evaluation mechanisms. Unfortunately the level of core funding will not support country level programs. Regional bureaus and field missions may fund CEPPS core activities using their own funds.

GRANTEES:

International Foundation for Election Systems (IFES)	International Republican Institute (IRI)	National Democratic Institute for International Affairs (NDI)
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AFFILIATES:
CEPPS has named several affiliates with which it may work to support CEPPS programs. The groups listed in the cooperative agreement are The Asia Foundation, the African American Institute, and CAPEL.

IQCs FOR ELECTIONS AND POLITICAL PROCESSES

Results Package Number: 932-002   **G/DG Contact:** Kara McDonald (CTO)

IQCs	Award Number	Expiration
Int. Foundation for Election Systems	AEP-I-00-00-00007-00	12/14/2004
Development Associates, Inc.	AEP-I-00-00-00008-00	12/14/2004

Purpose: To support the transition to, and consolidation of, democratic governments through which citizens choose their leaders and participate in all levels of political decision-making, particularly in transition and sustainable development countries.

Possible Work Areas: This activity is structured to provide a full range of technical assistance in electoral and political processes. The contractor will provide short- and medium-term technical, advisory, and assistance services in the area of elections and political processes. Services will involve the following functional activities:

(1)   Election Administration: May include country-specific assessments to identify the needs and constraints of conducting "free and fair" elections; technical assistance to election commissions, to develop and strengthen election laws or the constitution or to remedy problems identified in pre-election assessments; and the provision of commodities, poll-worker training, training for election officials, and voter education.

(2)   Political Party Development: May include support to political parties and assistance to legislatures to strengthen the political process. Work may include training to develop institutional capacity and leadership skills, develop party platforms, and increase constituency outreach and service.

(3)   Citizen Participation in Political Processes: May include long- and short-term programs covering the entire range of pre-, post-, and interim-election voter and civic education. Support for international observation teams, indigenous NGO poll-watching, quick counts, and any other method for monitoring the election process is also possible. May also include support for programs that focus on building the capacity of historically disadvantaged groups to participate and exert their interests in the political process.

(4)   Technical Leadership Services: Support may be provided for a range of activities that contribute to furthering the state of the art in elections and political process.

Possible activities include pre-election assessments; electoral laws/legal framework for elections; work on election dispute resolution mechanisms; training of election commissions; poll watchers and/or assistance to other polling officials; election commodity specifications, development, and procurement; political party training and development; training of indigenous or international election observers; development of civic or voter education programs; training in civic or voter education; training of election officials, legislators, and government leaders; development of programs that address gender, minority, and ethnic issues; assessment, evaluation, and/or indicator development; and campaign management.

G/DG has prepositioned funds allowing for the rapid deployment of resources, including qualified technical personnel for reconnaissance, planning and early implementation of assistance activities. Also, the IQCs include authorization for the management of a small grants program. Please contact the CTO for further information.

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Development Associates, Inc. (DA)
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SUB-CONTRACTORS:

To IFES:
The Carter Center

To DA:
Decision Strategies Fairfax International
Joint Center for Political & Economic Studies
Mendez England & Associates

CIVIL SOCIETY
Increased development of a politically active civil society
(Agency Objective 2.3)

Technical Team Leader
Gary Hansen

It is through the advocacy efforts of civil society organizations that people are given a voice in the process of formulating public policy. Organizations including human rights groups, professional associations, religious institutions, pro-democracy groups, environmental activist organizations, business associations, labor unions, media organizations, and think tanks play a vital role in educating the public and the government on important local and national issues. Many civil society organizations take on controversial issues. They champion women's rights, ferret out government corruption and impunity, and spotlight business practices that are exploitative of labor and the environment. Their presence and activities help assure that government and citizens comply with the rule of law.

Priority Areas: Encouraging the development of enabling environments and assisting groups to become financially viable and self-sufficient

IQCs FOR CIVIL SOCIETY

Results Package Number: 932-003   **G/DG Contact:** David Black (CTO)

IQCs	Award Number	Expiration
Creative Associates International	AEP-I-00-00-0019-00	07/11/2005
Management Systems International	AEP-I-00-00-0018-00	07/11/2005

Purpose: The primary purpose of these IQCs is to provide rapid response technical assistance to support civil society programs of USAID Missions and regional bureaus. Services shall focus primarily on the capacity building needs of USAID's civil society partners, at the country, regional, and local levels. The range of technical assistance activities includes the design, implementation and evaluation of activities in the following areas: (1) institutional capacity building, (2) sectoral support, (3) conferencing/networking, and (4) independent media.

Possible Work Areas:

(1)   Institutional Capacity Building: The objectives of this activity are (a) to strengthen and/or build the institutional and managerial capacity of civil society organizations (CSOs); and (b) to improve the overall capacity of USAID Missions and bureaus to plan, manage and evaluate (e.g., ensure that lessons learned can be applied to future programs) the programs and projects that strengthen civil society. To accomplish the first objective, the contractors provide technical assistance in such areas as strategic planning and management, financial management and evaluation, and personnel/human resource management. These activities are intended to strengthen civil society organizations' internal practices of democratic governance, e.g., accountability, diversity (particularly as it relates to gender), and transparency. To accomplish the second objective the IQCs can provide technical assistance to USAID Missions and bureaus to design, implement, and evaluate civil society programs.

(2)   Sectoral Support: The objective of this activity is to increase the capacities and roles of CSOs in monitoring government policy formation and implementation (i.e., being watchdogs), as initiators of democratic reforms, and as participants in the formation and implementation of public policy. This activity will support the capacity of CSOs to participate in the formulation and the implementation of public policies in a range of democratic governance reform areas at both the macro and the micro levels. Specifically, this activity will increase the capacity of indigenous CSOs to participate in public policy formation and implementation in such areas as rule of law, including human and civil rights; judicial and legal reform; electoral reform and political party development; decentralization and local government reform; legislative reform; and sectoral reform and policy-making in such areas as economic growth, labor, land tenure, and resource use.

(3)   Networking: The objective of this activity is to increase cross-fertilization, dialogue, and greater cooperation between and among indigenous, U.S., and international CSOs. Additionally, this activity will increase the linkages between primary level (e.g., self-governing associations), intermediary associations, and national level support organizations. This would include apex organizations or federations, consortia, sectoral networks, think tanks and policy institutes, university departments (e.g., law faculties, media), and training and research institutes.

(4)   Independent Media: The objective of this activity is to strengthen independent print and broadcast media, which are critical elements of a vibrant, pluralistic civil society. Independent media provide information, analysis, and opinion. They provide the informational basis for civil society, the venue for policy discussion, and (to the extent that there is a tension between society and the state) one way by which elements of civil society can check the state and non-state actors. Independent media are critical to democracy in general and a dynamic civil society in particular. Illustrative activities include journalism training in-country or abroad, provision of limited amounts of commodities (such as media & computer equipment); capacity building for professional associations; provision of small grants to media outlets;

advocacy support with legislative and regulatory bodies; professional networking (various media centers), exchanges, seminars; civic education on merits of a free press; development of niche market publications.

G/DG has prepositioned funds allowing for the rapid deployment of resources, including qualified technical personnel for reconnaissance, planning and early implementation of assistance activities. Also, the IQCs include authorization for the management of a small grants program. Please contact the CTO for further information.

PRIME CONTRACTORS:

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SUB-CONTRACTORS:

To CAII:
The Asia Foundation
Counterpart International
Development Alternatives, Inc.
International Center for Not-for-profit Law
International Research and Exchange Board

To MSI:
Advocacy Institute
Center for Development Communication
Childrens Resources International
Esquel Group Foundation
Howard M. Squadron Program in Law, Media, and Society at Yeshiva University
Institute for Development Research
International Center for Not-for-profit Law
International Development Professionals
International Media Center at Florida International University
League of Women Voters
Programme for Comparative Media Law of Oxford University

GLOBAL LABOR PROGRAM

Results Package Number: 932-003   **G/DG Contact:** Michaela Meehan (CTO)

Grant	Award Number	Expiration
Solidarity Center	AEP-G-00-97-00035-00	9/28/2001

Note: Through G/DG, USAID has provided a global grant to the American Center for International Labor Solidarity (Solidarity Center). The Solidarity Center carries out labor development programs formerly administered by the AFL-CIO regional institutes, which included the African-American Labor Center, the Asian-American Free Labor Institute, and the American Institute for Free Labor Development.

Purpose: The Solidarity Center provides technical assistance to and collaborates with indigenous trade union organizations to (1) enhance trade union democracy and the role of unions in the strengthening of civil society (2) promote the establishment of democratic systems through advocacy for reform (3) enable unions to participate actively in the formulation of public policies that create the conditions for broad-based economic growth (4) promote the acceptance of international labor standards and enforcement of national labor legislation and (5) to encourage the elimination of child labor and protection of the rights of women workers.

Possible Work Areas: USAID and the Solidarity Center continue to seek new and innovative approaches to formulating and implementing global labor programs. Through 2002, the USAID grant will focus on the strategic role and participation of unions in promoting democratic governance, free and transparent elections, the rule of law, and broad-based economic growth strategies, which are intrinsically linked to the future of work in the global economy.

Mission and bureau add-ons to the grant are encouraged. The proposed program must fit within the scope of the activities funded by the core grant from G/DG. Because the grant is an assistance instrument, the Solidarity Center must agree that the proposed activity fits within USAID's overall development strategy.

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INTERNATIONAL LABOR RIGHTS FUND GRANT

Results Package Number: 932-003   **G/DG Contact:** Michaela Meehan (CTO)

Grant	Award Number	Expiration
International Labor Rights Fund	AEP-G-00-99-00062-00	9/30/2001

Purpose: Under the terms of this grant, the International Labor Rights Fund (ILRF) is providing technical assistance to civil society organizations in two countries, one in Asia and one in the Americas, to build their capacity to monitor labor practices in the apparel industry. With growing public awareness of labor abuses and "sweatshop" working conditions, particularly in the manufacturing of garment and footwear products, many multinational corporations have voluntarily adopted codes of conduct to govern workplace practices domestically and internationally. Many of these companies have gone even further by committing themselves to an on-going process of independent monitoring and corrective action. The focus of the ILRF grant is to develop the capacity of indigenous civil society organizations, broadly-defined and inclusive of free trade unions, to perform these monitoring functions.

Possible Work Areas: The scope of work includes (1) development of criteria for country selection, including an assessment of the enabling environment, relevance to USAID goals and objectives, availability of corporate participants, and qualifications of existing civil society organizations (2) coalition-building (3) development of training materials (4) monitoring visits and data collection (5) development of reporting instruments and (6) preparation of evaluation reports and recommendations for response.

This project is currently limited to a two-year, two-country pilot project.

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FAIR LABOR ASSOCIATION COOPERATIVE AGREEMENT

Results Package Number: 936-SSO3   **G/DG Contact:** Michaela Meehan (CTO)

Cooperative Agreement	**Award Number**	**Expiration**
Fair Labor Association	AEP-A-00-99-00047-00	8/31/2000

Purpose: The recently incorporated Fair Labor Association (FLA) represents the culmination of the work of the Apparel Industry Partnership (AIP). The AIP was formed in August of 1996 at the urging of the Clinton Administration as a means to address violations of internationally-recognized labor rights in the apparel and footwear industries. Such violations include the use of child labor, forced labor, workplace discrimination, inadequate safety and health standards, onerous overtime requirements, and the payment of low wages.

Possible Work Areas: The FLA will be responsible for overseeing company compliance with the workplace code of conduct developed by the AIP. It will be charged with accrediting independent external monitors, determining company compliance, managing an external complaints process, and communicating its findings to the general public. Although the original focus of the association will be the apparel and footwear industries, it will expand to other sectors over time.

Although this activity does not lend itself to mission buy-ins, the work of the association could be supportive of mission goals and activities in a number of areas such as eradicating child labor, enhancing the trade competitiveness of developing countries, promoting occupational safety and health, and raising wages. This program can also foster opportunities for EG-DG linkages. For further information, please contact **Michaela Meehan** at the Center.

GOVERNANCE
More transparent and accountable government institutions
(Agency Objective 2.4)

Technical Team Leader
Neil Levine

Many citizens of developing countries recognize the intrinsic value of democracy (e.g., elections, human rights, and representation). However, they are also concerned with a government's ability to function. In general, governance issues pertain to the ability of government to develop an efficient and effective public management process. Because citizens lose confidence in a government that is unable to deliver basic services, the degree to which a government is able to carry out its functions at any level is often a key determinant of a country's ability to sustain democratic reform.

Priority Areas: Anti-corruption initiatives, decentralization and local capacity-building, civil-military relations, public policy development and implementation, and legislative strengthening

IQCs FOR LEGISLATIVE STRENGTHENING

Results Package Number: 932-004   **G/DG Contacts:** Pat Isman-Fn'Piere (CTO)
                                                                              Stephen Brager

IQCs	Award Number	Expiration
State University of New York	AEP-I-00-00-00003-00	2/7/2005
Development Associates, Inc.	AEP-I-00-00-00004-00	2/7/2005

Purpose: To improve the capacity and performance of legislatures, their members, and staff in realizing their representative, lawmaking, and oversight functions. This activity establishes a mechanism for missions to assist host country legislatures to improve their deliberative processes so that they are more democratic, are more transparent and accountable, better represent the public interest, and result in better monitoring of governmental performance.

Possible Work Areas: Missions and bureaus will be able to draw on these IQCs to develop general programs and specific activities to help national or subnational legislatures become transparent and accountable as they improve their capacity to perform their democratic functions. Activities in these areas may include, but are not limited to

- Conducting assessments of the operations of deliberative bodies, designing strategies to improve their operation and effectiveness within a democratic context, and carrying out evaluations of legislative assistance programs
- Developing understanding and means of improving the democratic links between legislators and their districts, their elected subnational government bodies, and their constituents
- Clarifying role and responsibility definitions for parliamentary bodies vis-à-vis the executive and judicial branches of government, NGOs, and constituents
- Providing training to host country legislators and staff regarding best practices for policy formulation, the conduct of public meetings/hearings, and public policy mediation/negotiation
- Providing advisory services pertaining to the drafting, oversight, and implementation of laws, regulations, and ordinances consistent with a democratic government reform
- Developing strategies, programs, and activities that optimize linkages between legislative strengthening and other sectoral areas of USAID's sustainable development strategy

G/DG has prepositioned funds allowing for the rapid deployment of resources, including qualified technical personnel for reconnaissance, planning and early implementation of assistance activities. Also, the IQCs include authorization for the management of a small grants program. Please contact the CTO for more information.

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National Conference of State Legislatures
KPMG Barents Group
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Yuuma Creative Strategies
Management Sciences for Development, Inc.

To DA:
Development Alternatives International
Mendez England & Associates
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IQCs FOR DECENTRALIZATION, PARTICIPATORY GOVERNMENT, AND PUBLIC MANAGEMENT

Results Package Number: 932-004   **G/DG Contacts:** Pat Isman-Fn'Piere (CTO)
                                                                            Gary Bland

IQCs	Award Number	Expiration
Associates in Rural Development, Inc.	AEP-I-00-00-00016-00	7/4/2005
Research Triangle Institute	AEP-I-00-00-00017-00	7/4/2005

Purpose: Decentralization changes the distribution of power within societies and can deepen democracy. Reversion to centralized authoritarianism is more difficult when power is diffused and multiple channels for citizen involvement have been developed. Also, moving the locus for decision-making closer to those it affects can improve government responsiveness. These IQCs provide for services in the areas of decentralization and public administration. Two functional areas are included: 1) decentralization and participatory government, and 2) public management and administration.

Possible Work Areas:

1)   Decentralization and Participatory Government: Work in these areas has the following objectives: (a) increasing participatory decision-making, transparency, accountability, and responsiveness at all levels of government by working with both state and non-state actors; (b) increasing the capacity of local government authorities to meet public responsibilities; (c) increasing local participation in government decision-making; and (d) assisting local governments to serve as a counterweight to central state authorities and to participate in policy-making at the regional and national levels.

2)   Public Management and Administration: The objective of this activity is to increase the capacity and performance of all levels of government and of NGOs to execute functions related to the management of public goods and services, public safety, and economic and social reform.

Activities in these areas may include, but are not limited to the following**:**

- Developing, designing, and implementing decentralization plans, and addressing policy issues related to decentralization and local government programs

- Strengthening the functioning of democratic local government by improving the administrative and technical skills of local authorities (including locally-elected officials, government employees at all levels of government, and NGOs), particularly in planning, delineation of responsibilities and authority, functional organization, and formal decision-making

- Establishing local government practices and procedures to oppose and combat official government corruption at local, regional, and national levels. Work may include assistance to support investigative auditing, corruption awareness training, building transparency into transactions, developing and applying incentives and sanctions to avoid corrupt behavior, and drafting of ethics codes

- Developing strategies, programs, and practices that seek to increase participation: specifically, to increase the direct and indirect participation of women and other formerly disenfranchised groups in government decision-making

- Developing strategies, programs, and activities that optimize linkages between local governance and other sectoral areas of USAID's sustainable development strategy

- Developing general programs and specific projects to address problems of administrative, financial, and political autonomy and transparency

- Providing training to develop strategies for financing local government, improving local financial autonomy, tax collection, and government budgeting (including integrated financial management systems for budget, debt collection, and accounting systems)

- Advising on personnel/civil service reform to help increase the transparency of staffing and personnel decisions

- Training host country public servants at all levels to design and operate sustainable and transparent financial, administrative, and management systems

- Helping define roles and responsibilities for local governments vis-a-vis other levels of government, NGOs, and the private sector

G/DG has prepositioned funds allowing for the rapid deployment of resources, including qualified technical personnel for reconnaissance, planning and early implementation of assistance activities. Also, the IQCs include authorization for the management of a small grants program. Please contact the CTO for further information.

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To RTI:
Abt Associates
AMEX International
City/County Communications and Marketing Association
Institute of Public Administration
Institute for Training and Development
International Foundation for Election Systems
International Women's Democracy Center
Maxwell School of Syracuse University

ANTI-CORRUPTION PROGRAM ASSISTANCE GRANT

Results Package Number: 932-004   **G/DG Contact:** Eric Kite (CTO)

Grant	Award Number	Expiration
Transparency International	AEP-G-00-95-00028-00	12/31/2001

Purpose: Transparency International (TI) is a Berlin-based NGO whose mission is to curb corruption through international and national coalitions encouraging governments to establish and implement effective laws, policies, and anti-corruption programs. TI hopes to strengthen public support for anti-corruption programs and enhance transparency and accountability in government.

Possible Work Areas: TI's strategy to accomplish its mission is to establish coalitions of like-minded organizations and individuals to work with governments in developing and implementing national anti-corruption programs. To date, TI has established over 70 national chapters that foster anti-corruption programs in their own countries in accordance with TI's approaches and core values. TI is also developing an information center and conducting research into aspects of containing corruption; participating in public fora; using publicity campaigns to broaden public awareness of the damage caused by corruption, the need to counter it, and the means to reduce it; and compiling an annual index of perceptions of corruption around the world. Mission and bureau add-ons to the grant are possible. Because the grant is an assistance instrument, TI must agree that the proposed activity fits within its existing program.

In addition to this core grant, the Center launched a three-year grant to TI in September 1997. This grant pays for four regional anti-corruption conferences as well as intensive anti-corruption work in 8-10 countries. The country-focused work starts with a baseline survey on corruption in the country and an integrity workshop that allows participants to identify key problems in their country related to corruption and to lay out strategies for overcoming them. Workshop participants include government officials, academics, journalists, civil society representatives, and business leaders who jointly have the capacity to carry out the reforms they propose.

After the kick-off workshop, TI would work with workshop participants to assess the types and content of technical assistance most needed and arrange to have it provided. Such areas might include assistance in designing and even implementing regulatory reform, ethics guidelines, financial management systems, training in advocacy, public awareness raising, etc. No more than a year later, TI would conduct a second survey and a follow-up workshop to review progress, assess the implications for future work, and revise the priorities, timetable, and responsibility assignments as necessary. TI would again assist in providing or accessing technical assistance.

The G/DG grant would pay for the two workshops and the management time of TI throughout the integrity program. Funding for the surveys and specific anti-corruption interventions would come from the host-country government, USAID Mission, and/or other donors. TI anticipates working in countries where there are suitable partners in government and civil society who are genuinely committed to reform and where USAID Missions have identified transparency and accountability as areas to work in.

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IQCs FOR ANTI-CORRUPTION

Results Package Number: 932-004   **Contact:** Eric Kite (CTO)

IQCs	Award Number	Expiration
Management Systems International	AEP-I-00-00-00009-00	12/14/2004
Casals & Associates, Inc.	AEP-I-00-00-00010-00	12/14/2004

Purpose: The objective of this activity is to curb and prevent governmental corruption in both political and bureaucratic offices. The activity focuses on unilateral abuses by government officials (e.g., embezzlement and nepotism), as well as on abuses such as bribery, extortion, influence peddling, and fraud that link public and private actors.

Possible Work Areas: Activities for these IQCs are expected to encompass the following functional areas: (1) public-sector financial, administrative, regulatory, and personnel controls that promote transparency and accountability; (2) civil society participation in advocating for governmental integrity; and (3) cross-sectoral activities promoting synergies between anti-corruption promotion and other sectoral areas. Major components of this activity include, but are not limited to

- Conducting country assessments and designing strategic responses to corruption

- Conducting service delivery or corruption perception surveys

- Implementing anti-corruption public relations campaigns

- Sponsoring investigative journalism workshops

- Holding integrity workshops at the local or national level

- Providing training and information to non-governmental advocacy groups on advocacy and monitoring skills, management, fundraising and other areas as appropriate

- Training government officials on how to limit authority, improve accountability, and realign incentives in government institutions

- Training host country officials on oversight, ethics, or other anti-corruption related functions

- Providing advisory services related to drafting and enforcing anti-corruption laws

- Assisting with the development of strategies, programs, and activities that optimize linkages between governmental integrity and other sector areas

G/DG has prepositioned funds allowing for the rapid deployment of resources, including qualified technical personnel for reconnaissance, planning and early implementation of assistance activities. Please contact the CTO for further information.

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The Services Group
The International Media Center of Florida International
    University
Center For Administration of Justice of Florida
    International University

To C&A:
The Center for Strategic & International Studies
Chemonics International
The Institute of Public Administration
10 "resource organizations" for additional expertise

CIVIL-MILITARY AFFAIRS COOPERATIVE AGREEMENT

Results Package Number: 932-004   **G/DG Contacts:** Keri Eisenbeis (CTO)
                                                         Stephen Brager

Cooperative Agreement	Award Number	Expiration
PDGS	AEP-A-00-98-00014-00	7/7/2001

Purpose: G/DG has awarded a cooperative agreement to support the Partnership for Democratic Governance and Security (PDGS). The partnership is headed by the National Democratic Institute for International Affairs (NDI) in association with the Center for Civil-Military Relations (CCMR) of the Naval Postgraduate School in Monterey, California. In addition, the partnership presently consists of three contributing partners: the Universidad Torcuato di Tella and SER (Seguridad Estrategica Regional) en el 2000, both of Argentina, and the Institute for Security and Development Studies (ISDS) of the Philippines.

The purpose of the agreement is to foster civil-military relations that are compatible with and conducive to democracy. The global civil-military relations program will pursue the following general objectives: 1) to increase the capacity of both civilian government institutions and non-governmental organizations to understand, analyze, and propose policy in security and defense-related matters; 2) to support and encourage civil-military interaction, discussion, and dialogue; and 3) to facilitate the public availability and exchange of information on such matters. More specific descriptions of programming areas are found below.

(1)   <u>Civilians in Government</u>: One objective of the PDGS cooperative agreement is to increase the capacity of civilian branches of government to perform their functions of management and oversight of the military within a democratic context. This includes educating government officials about their roles and responsibilities vis-a-vis security and defense issues, the role and mission of the armed forces, democratic management and oversight of the military, transparency of the military budget, and military accountability to civilian governance. Elected officials, members of the civil service, and appointed staff of both the legislative and the executive branches require skills and knowledge about civil-military relations to carry out their functions effectively.

(2)   <u>Civil Society Training</u>: The PDGS also aims to educate civilians outside of government about the role they can play in strengthening civil-military relations which are supportive of democracy. These civilians and their organizations range from academics and universities, think tanks, journalists, and NGOs that mediate civil-military interaction to human rights lawyers and NGOs, watch dog organizations, labor and trade unions, and advocacy groups. To attain this end, the PDGS provides activities that raise public awareness about civil-military relations and security issues; trains journalists in reporting on security and military issues; increases the capacity of NGOs to oversee the military's budget, expenditures, and activities; and expands civil society's level of expertise about the military, its role and mission, and its relationship to society and politics.

(3)   <u>Civil-Military Interaction</u>: The PDGS recognizes that a major obstacle to the formation of more democratic civil-military relations is the tendency for civilians and the military to view each other with distrust, suspicion, and disrespect, thus failing to seize opportunities to exchange views, information, and ideas. The PDGS member institutions work to promote greater interaction between civilians and the military, establish dialogues on issues of common concern, and build trust and confidence between them.

(4)   <u>Public Availability of Information</u>: The partnership can work with missions and local actors to promote greater openness and easier access to information regarding defense, security, and military affairs, such as national laws on defense and the armed forces, publication of the military budget, information on the defense industry, military activities, and security threats. The PDGS can provide access to training of journalists to investigate and report on military and security affairs and to promote greater media interest in these issues.

(5)   <u>Information Dissemination</u>: In order to expand on the knowledge of both civilians and the military, the PDGS has created the Governance and Defense Clearinghouse. The clearinghouse makes available, both on-line and in hard copy, journal articles and working papers, PDGS-produced resource publications and case studies, information on defense and military laws, security affairs educational programs and scholarships, academic abstracts and bibliographies regarding civil-military relations, and masters degree theses produced at CCMR.

(6)   <u>Technical Leadership</u>: Missions and regional bureaus may wish to participate in the PDGS' technical leadership activities. The partnership will hold conferences, seminars, and exchanges dealing with a variety of technical areas to determine best practices and identify lessons learned. Another purpose of these activities is to build networks of legislators, civilian members of ministries of defense, military officers, NGOs, scholars, and journalists.

Core Activities: G/DG is funding the core activities of the partnership. Core funds will be spent on six areas: a) rapid response assistance in non-presence countries and other special cases, b) building regional and inter-regional networks, c) the production of resource materials, d) information and dissemination, e) the development of a security affairs curriculum for use in democratizing countries, and f) the development of indigenous NGOs through small grants, TA, and improved coordination with other organizations concerned with security affairs. Core-funded activities that benefit USAID Missions may be supplemented through mission add-ons (OYB transfers) to fund country-level programming.

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The PDGS has one cooperating partner, CCMR, that will work closely with NDI to carry out technical assistance for missions, implement in-country programming, and develop and publish resource publications and case studies. The three contributing partners (Universidad Torcuato di Tella, SER en el 2000, and the Institute for Security and Development Studies) will each have responsibility for specific aspects of the global activities and will contribute to country-level activities where appropriate.

IQC FOR IMPLEMENTING POLICY CHANGE, PHASE II

Results Package Number: 932-004   **G/DG Contact:** Pat Isman-Fn'Piere (CTO)

IQC	Award Number	Expiration
Management Systems International	AEP-I-25-95-00034-00	3/23/2001

Purpose: This five-year project offers missions and bureaus a mechanism for acquiring assistance to help host country public and private organizations manage the development and implementation of new policies.

Possible Work Areas: Building on the success of the first five years of the initial IPC project, IPC II provides expert services that enable host country managers and stakeholders to carry out their roles in the implementation of policy more effectively. The project supports the principles of democratic governance (which include participation, inclusion, accountability, and transparent deliberation and decision-making), and addresses the organizational, financial, political and technological issues associated with policy implementation.

The IPC project is designed

- To help government organizations use strategic approaches to (a) modify their purposes, structures, activities, procedures, and performance; and (b) influence, enable, and collaborate with NGOs and other groups in the policy environment

- To help NGOs develop and carry out strategic plans to (a) clarify and develop consensus on the policy implementation issues that affect them; (b) develop a constituency for policy change; and (c) influence government action

- To bolster momentum for democracy and democratic governance by (a) helping stakeholders affected by policy change have a constructive influence on policies; (b) helping governments to discharge their policy responsibilities in a democratic and effective manner; and (c) promoting government/non-government interaction

- To assist participants to develop the analytic and managerial skills and processes essential to implementation effectiveness. This includes coordination, collaboration, advocacy, negotiation, resolution of conflicts, etc.

The project concentrates on extended, iterative technical cooperation. Short-term technical cooperation will be provided on a limited basis, primarily to demonstrate the approach of the project and to determine whether a long-term collaboration employing the project approach is appropriate. Consultations are also available to missions.

The project provides a combination of technical assistance and analysis. Both focus on developing an increased understanding of the context and dynamics of policy implementation and the means for assisting those with implementation responsibilities. The project stresses inclusion of partner country professionals on project teams, building capacity of partner professionals and disseminating project lessons. Missions or bureaus may consider financing applied research or dissemination services to complement the technical cooperation in a particular country or region.

G/DG has prepositioned funds allowing for the rapid deployment of resources, including qualified technical personnel for reconnaissance, planning and early implementation of assistance activities. Please contact the CTO for further information.

Core Activities: Limited G/DG resources are available for initial demonstration activities. Examples of initial activities include: short seminars for partner country officials on comparative experience in policy implementation, diagnostic missions to determine the principal management obstacles to implementing specific policies, assessment of government capacity to carry out specific policy changes, and stakeholder analyses.

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Abt Associates, Inc.	multi-sector public policy
Development Alternatives	multi-sector public policy
Deloitte, Touche, Tohmatsu	financial management
Institute for Development Research	NGO capacity building and advocacy
Institute for Public Administration	public administration
International Resources Group	natural resources management
Research Triangle Institute	decentralization and urban government
Search for Common Ground	conflict and dispute resolution
SUNY Albany's Center for	legislative strengthening
Legislative Development	
Thunder & Associates	management and technology
University of Pittsburgh, International	management training
Management Development Institute	

IQCs FOR STRATEGIC POLICY AND INSTITUTIONAL REFORM

Results Package Number: 932-004   **G/DG Contact:** Pat Isman-Fn'Piere (CTO)

IQCs	Award Number	Expiration
Management Systems International	AEP-I-00-00-00005-00	12/10/2004
Development Alternatives, Inc.	AEP-I-00-00-00006-00	12/14/2004

Purpose: Overcoming constraints to implementing reform is one of the most critical challenges faced by developing countries. Reforms often call for changed roles, altered incentive structures, and unfamiliar ways of doing business. Powerful interest groups with a stake in the status quo may put up strong opposition. For these reasons, failure to implement reform is often due to challenges faced during implementation, rather than to flaws in the reforms themselves. The purpose of these IQCs is to provide assistance in carrying out reform measures. Success in this area is particularly important for new democracies, where failure to implement policy reform can easily undermine trust in government.

Possible Work Areas: The IQCs are designed to provide assistance to effectively implement policy, legal and regulatory reform to improve democratic processes. Services provided through the IQCs will apply a strategic management approach that promotes democratic processes in governance. Improving accountability, transparency, and effectiveness are specific priorities. The approach will draw upon proven tools and techniques that reflect

- The principles and processes of change management from a systems perspective
- An emphasis on identification, inclusion, and appropriate ownership of host country stakeholders from the public sector and civil society, incorporating capacity building measures that support sustained, meaningful participation
- A clear focus on integrating management with technical and contextual concerns
- Facilitation of public/private sector dialogue, conflict management, partnership development and other processes to support effective policy development and implementation

Services are available in three functional areas:

1) Strengthening the capacity of national governments, local governments, non-governmental organizations, and community-based groups to effect policy, legal, and regulatory reform, and to improve democratic processes. As appropriate, regional activities will be eligible for support

2) Strengthening the capacity of USAID and other donors to assist governments at the national and local levels, non-governmental organizations, and community-based groups to carry out policy, legal, and regulatory reform, and to improve democratic processes

3) Providing design, implementation, and assessment expertise to activities that cut across two or more governance programming areas (i.e., deliberative bodies, decentralization, anti-corruption, public reform, and civil military relations)

Services will help address issues critical to facilitating reform, including but not limited to, issues related to fitting proposed reforms into a broader strategic framework, involving interest groups in developing policies, clarifying public and private sector roles and responsibilities, building coalitions for change, managing participation, and cross sector linkages.

Eligible services include rapid-response, one time only, and iterative technical assistance and training services, applied research, study tours, conferences/workshops, commodities and a small grants program to support indigenous NGOs on a limited basis.

G/DG has prepositioned funds allowing for the rapid deployment of resources, including qualified technical personnel for reconnaissance, planning and early implementation of assistance activities. Please contact the CTO for further information.

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G/DG TECHNICAL PUBLICATION SERIES

Democracy and Governance: A Conceptual Framework - **November 1998** (PN-ACD-395)
This publication describes the Center's approach to democracy and governance assistance programs. It does so by presenting the strategic thinking underlying the Center's and USAID's worldwide involvement in the areas of rule of law, elections and political processes, civil society, and governance. This framework is also meant to set the foundation for other Center technical publications exploring specialized democracy and governance sector subject matter.

Alternative Dispute Resolution Practitioners Guide - **March 1998** (PN-ACB-895)
This guide is intended to help practitioners make informed decisions with regard to incorporating alternative dispute resolution (ADR) in rule of law programs and other conflict management initiatives. While the primary focus is on the advantages and limitations of introducing ADR within rule of law programs, the guide also discusses how ADR can advance other development objectives.

Civil-military Relations: USAID's Role - **July 1998** (PN-ACC-887)
This publication identifies areas in which USAID could contribute to civil-military relations programming, approaching the subject from a civilian vantage point and looking to broaden civil society participation. The report reviews past activities implemented with donor assistance and identifies current issues. Overall, the publication provides a better understanding of the contributions USAID can offer in this important field.

Handbook of Democracy and Governance Program Indicators - **August 1998** (PN-ACC-390)
This handbook was prepared to help practitioners develop and manage their democracy and governance programs. It discusses the process of designing a performance monitoring system, offers some guidance on identifying performance indicators, and provides a number of illustrative examples (i.e., candidate indicators) which can be used to develop country-specific indicators for diverse democracy and governance programs. Although the primary audience is USAID democracy and governance officers and the organizations with which they work, the handbook may be of use to other development organizations.

A Handbook on Fighting Corruption - **February 1999** (PN-ACE-070)
This handbook presents a framework to assist USAID Missions develop strategic responses to public corruption. The framework sets out root causes of corruption, identifies a range of institutional and societal reforms to address them, and introduces a methodology for selecting these measures. It also describes anti-corruption work carried out by USAID and other organizations.

USAID Political Party Development Assistance - **April 1999** (PN-ACE-500)
The document provides a clearer understanding of the substance and breadth of USAID political party development assistance, the statutory and political constraints on such USAID-supported programming, the methods and approaches to political party assistance programming by the key implementing partners (IRI and NDI), and the limitations and possibilities for future political party development assistance around the world.

The Role of Media in Democracy: A Strategic Approach - **June 1999** (PN-ACE-630)
This paper presents the four basic steps to developing a strategy for media sector support: defining the problem, finding targets of opportunity, assessing the feasibility of activities, and evaluating USAID's comparative advantage in carrying out these activities. It also outlines a 'menu of options' for media programming which should be chosen on the basis of country context.

Managing Assistance in Support of Political and Electoral Processes - **January 2000** (PN-ACF-631)
This publication helps democracy and governance field officers anticipate and effectively deal with the myriad issues and challenges that arise with election assistance programs in changing environments. The practical manual guides users through defining the problem and assessing contextual factors; identifying stakeholders and their motives; selecting options for assistance; linking those options to the mission strategy; and managing electoral assistance. It is suggestive rather than directive, in recognition that, while a certain "conventional wisdom" based on years of experience exists about elections programming, the multitude of variables precludes a "one size fits all"

approach. The approaches suggested in this handbook are based on material gathered through a year-long assessment of electoral assistance activities carried out by USAID Missions and their partners over the past eight years.

USAID Handbook on Legislative Strengthening - **February 2000** (PN-ACF-632)
The handbook is designed to assist USAID Missions in developing strategies to help legislatures function more effectively and to perform their functions more democratically and representatively. It explains the importance of legislatures in a democracy, describes factors that influence legislative behavior, and enumerates problems legislatures commonly face. It then presents an assessment framework that is designed to help USAID field officers pinpoint the weaknesses and understand the capabilities of their host-country legislatures. The paper identifies a number of assistance activities designed to address weaknesses and to capitalize on strengths discovered in the assessment. It concludes with guidance for implementing legislative programs and a presentation of emerging issues.

Decentralization and Democratic Local Governance Programming Handbook - **May 2000** (PN-ACH-300)
This handbook serves as a practical guide to USAID officers who are faced with the task of developing program activities in the areas of decentralization and democratic local governance. Drawing on 15 years of USAID experience in democracy promotion and on four decades of municipal development work, this publication provides a conceptual framework; guidance for choosing successful programming strategies, for selecting entry points and tactics in program design and implementation, and for mission monitoring and evaluation; and a discussion of key lessons learned and future programming issues.

OTHER AGENCY DG PUBLICATIONS

Constituencies for Reform: Strategic Approaches for Donor-Supported Civic Advocacy Programs
March 1996 (PN-ABS-544)
This CDIE-sponsored study analyzes the role of civil society in promoting democratic transitions. It includes information and analysis from civil society assessments conducted in Bangladesh, Chile, El Salvador, Kenya and Thailand. It also evaluates strategies for strengthening civil society and provides guidance in regards to sequencing interventions.

Weighing in on the Scales of Justice: Strategic Approaches for Donor-Supported Rule of Law Programs
April 1994 (PN-ABG-033)
The document draws on assessments of donor-supported rule of law programs in Argentina, Colombia, Honduras, the Philippines, Sri Lanka, and Uruguay. It also presents criteria for gaging whether a country's environment is conducive to rule of law reform and a framework for rule of law strategy design.

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G/DG PUBLICATIONS PIPELINE

A projection of publications to be produced by G/DG. Information is correct as of July 31, 2000.
Projected release dates are subject to change. USAID staff can refer the G/DG Intranet site at
<http://inside.usaid.gov/G/DG/> for updates.

SSO 1-4 - STRATEGIC PLANNING AND FIELD SUPPORT

Conducting a DG Assessment: A Framework for Strategy Development
Product: Technical Publication Series
Release Date: Summer 2000

SSO 1 - RULE OF LAW

African ROL Trends Analysis
Product: TBD
Release Date: (TBD)

Case Management Methodology
Product: Technical Publication Series
Release Date: 2000 (TBD)

ROL Assessment Methodology
Product: Technical Publication Series
Release Date: 2000 (TBD)

SSO 2 - ELECTIONS AND POLITICAL PROCESSES

Elections Papers/Case Studies
Product: Technical Publication Series
Release Date: 2000 (TBD)

CEPPS Partners Publications
Product: Abstracts of papers/ manuals/reports prepared by CEPPS partners and supported by G/DG over the last two years. To be posted on the internal G/DG web page and external USAID democracy web page.
Release Date: TBD

SSO 3 - CIVIL SOCIETY

Civic Education Synthesis Report
Product: Technical Publication Series
Release Date: 2000 (TBD)

Civil Society Strategies
Product: Technical Publication Series
Release Date: Fall 2000

Labor Strategies Manual
Product: Technical Publication Series
Release Date: 2000 (TBD)

Advocacy Paper
Product: Technical Publication Series
Release Date: Fall 2000

Participation and Economic Reform
Product: TBD
Release Date: TBD

SSO 4 - GOVERNANCE

Legislative Strengthening
Product: Democracy Dialogue
Release Date: December 2000

BIOGRAPHICAL SKETCHES OF CENTER TECHNICAL STAFF
(updated July 31, 2000)

Jennifer L. Windsor is the director of USAID's Global Center for Democracy and Governance. For the last ten years, Jennifer has worked in the area of U.S. foreign policy and comparative politics, specializing in democracy and human rights issues. She joined USAID in 1991, helping to start-up the Africa democracy and governance program. She then served as special assistant/deputy chief of staff to former USAID Administrator J. Brian Atwood before she joined the Center in late 1994. Prior to joining USAID, Jennifer worked as a staffer on foreign policy issues for Senator Daniel Patrick Moynihan and Congressman Ted Weiss. She has done consulting work for the National Democratic Institute and Harvard's Center for Criminal Justice. She is a graduate of the Woodrow Wilson School at Princeton University and Harvard University.

James E. Vermillion received his Ph.D. from the University of Virginia and master's degrees from the University of South Florida and Boston University. His areas of specialization included public administration, statistics, and measurement. Before joining the Center, he was USAID's senior policy advisor for democracy and governance in PPC, deputy director of USAID's mission in Haiti, deputy director of the office for East Asia in ANE, and deputy director of the LAC Office of Trade and Investment. He has served USAID overseas in Tunisia, Cambodia, and twice in Haiti. Before joining USAID, Jim was on the faculty of Boston University and worked on political campaigns and in community organizing. He lived in Jamaica for five years in the 1970s where he taught public school.

* * * * *

Cindy Ambrose received a B.A. in political science from the University of Maryland, a J.D. from Thomas Cooley Law School, and an L.L.M in international development, with a focus on constitutional law and human rights, from Georgetown Law. Before joining the Center as a Democracy Fellow, Cindy worked as an attorney for a Maryland law firm, specializing in the areas of government relations, administrative law, and litigation. Most of her work was with the Maryland General Assembly. Prior to her work in Maryland, Cindy worked for the Federated States of Micronesia in Kosrae. Her work in Micronesia was with the legislative branch. In addition, while in Micronesia, Cindy authored a chapter on issues effecting women in the South Pacific, for inclusion in a 4-volume reference guide titled "Women's International Human Rights Issues."

David Black received a B.A. in international relations from Colgate University and attended the Maxwell School's international affairs program at Syracuse University. He worked in the Democracy and Governance Office of USAID's E&E Bureau as an activity manager for activities related to elections and political processes. David then spent four years managing rule of law, media, political process, and anti-corruption activities as the democracy advisor for the Western NIS Regional USAID Mission in Ukraine.

Harry Blair has an A.B. in history from Cornell University and an M.A. and Ph.D. in political science from Duke University. Currently he is at the Center on leave from Bucknell University, where he is professor of political science and has served three terms as department chair. In addition to Bucknell, Harry has taught at Colgate and Cornell Universities, and has held appointments at Columbia and Yale Universities. His earlier research and publications focused largely on politics, rural development, and natural resource management on the Indian subcontinent; more recently he has been concentrating on the democratization process. At USAID, Harry worked during 1981-82 in the former Science and Technology Bureau and during the early 1990s in the Center for Development Information and Evaluation, where he worked on judicial reform, civil society, and democratic local governance.

Gary Bland holds a B.A. from the College of William & Mary and an M.A. and Ph.D. from the Johns Hopkins University School of Advanced International Studies. Prior to joining USAID, he served as a legislative assistant in the House of Representatives and as senior program associate at the Latin American Program of the Woodrow Wilson International Center for Scholars. While at the Wilson Center, Gary focused his writing and policy research on democratic development and decentralization in Nicaragua, Venezuela, El Salvador, Peru, and Chile. Gary left the Wilson Center to conduct a two-year study on the impact of decentralization on the democratic development of

local government in Chile and Venezuela. The results of the study are expected to be published shortly. Gary has also consulted on local government with the World Bank, the United Nations, and USAID's LAC Bureau. As the governance team's decentralization and local government specialist, he is developing a decentralization training module, working to build intra-agency coordination, and working with missions on decentralization and local governance programming.

Stephen Brager has worked on issues of politics of authoritarianism and democratization for 15 years. He received his master's degree in political science from the University of California, San Diego, where he studied the politics of development, political development, and political institutions. He has written papers on the role of institutions and their effect on political outcomes. Much of his efforts have focused on the role of the armed forces and other authoritarian institutions and organizations in democratizing nations. At the Center, Stephen is the technical advisor for strengthening legislatures; he also provides backup support and technical assistance for promoting democratic civil-military relations. Presently he is developing and implementing the Center's technical leadership strategy in legislative strengthening.

Aleksandra Braginski received a B.S. in foreign service at the School of Foreign Service, Georgetown University, and a master's degree in public administration (concentration in developing country contexts) from George Washington University. Aleksandra was a U.S. Peace Corps volunteer in the Philippines, working on the development of grass-roots community organizations. She has been a USAID foreign service officer since 1987, with over four years of experience in managing commercial law reform activities in the E&E region.

Michelle Bright earned her A.B. from Lafayette College and an M.A. in international affairs, U.S. foreign policy concentration, from American University. Prior to joining the Center for Democracy and Governance, she worked in the Center for Population, Health and Nutrition, where she served on a results package design team and worked with Enable, a cooperative agreement designed to increase reproductive health awareness through literacy, DG, and micro-credit programs. She has also worked at the Program on International Policy Attitudes, a non-profit organization that studies public opinion on foreign policy issues, and as an intern at the State Department's Bureau of Public Affairs.

Beata Czajkowska holds a Ph.D. in political science (comparative politics) from the University of Maryland at College Park. She is a senior research analyst at the Center's Information Unit. Prior to joining the Center, Beata served as a program coordinator at the Center for the Study of Post-communist Societies at the University of Maryland and worked in the editorial office of the journal *East European Politics and Societies*.

Keri Eisenbeis received a B.A. in international politics from Emory University and has conducted graduate research on Southern African politics at the University of St. Andrews, Scotland. Before joining the Center, Keri worked in the Office of Management and Budget at the White House. Her work at OMB focused on the national security and international affairs budget policy, especially as it related to Africa. Keri has worked extensively in South Africa on security issues and the transformation of the South African police. She was a researcher at the Brookings Institute and the Institute for Security Studies in South Africa. Keri has also worked with The Carter Center and the Atlanta Committee for Olympic Games. Currently, Keri is a member of the Center's governance team, concentrating on civil-military issues. Additionally, she provides technical assistance to the Office of Transition Initiatives on civil-military issues. She is also a member of the Center's Africa team.

Karen Farrell earned an M.S. in development management from American University's School of International Service and A.B.s in political science and anthropology from Duke University. She serves the Center's Information Unit as its senior writer/editor, with responsibilities for the Technical Publication Series and *Democracy Dialogue*. Karen has undertaken a range of democracy/governance program work for a number of NGOs, including the Mandela Institute/Palestinian Organization for the Defense of Prisoners' Rights. Her communications experience includes work as a political affairs editor for *The Jerusalem Times*, policy research associate with the Fannie Mae Foundation, and senior communications officer for the Global Health Council.

Mike Hancock recently joined the Center as a detailee from the Department of Labor, Wage and Hour Division, where he was team leader for farm labor enforcement. Prior to his work at the Department of Labor, Mike was the

executive director of the Farmworker Justice Fund, a Washington, DC based advocacy organization. He has also worked as a legal aid lawyer, was in private practice, and has worked for several other Washington-based advocacy organizations since receiving a J.D. from the University of Arkansas, School of Law. Mike's work at the Center will focus on labor and other civil society issues.

Gary Hansen secured his Ph.D. in political science from the University of California, Berkeley. He was both a Fulbright Research Scholar and Ford Foundation staff member in Indonesia. He served as chief of party for a USAID-funded regional development project in Indonesia and was a member of the research staff of the East West Center. Gary joined USAID/W in 1981, serving in PPC and the former Science and Technology Bureau. He joined the Center in 1995, where he serves as senior technical advisor for civil society.

Jerry Hyman has a Ph.D. in anthropology and a J.D. in law. He taught anthropology, sociology, and economic development at the college level, and also practiced law. He joined USAID in 1990, and founded the DG program in the E&E region. Jerry came to the Center in 1994, where he serves as the leader of the strategies team.

Pat Isman-Fn'Piere has a master's degree in public administration and entered public service as a Presidential Management Intern. At the Center since 1994, she provides advice and assistance on policy implementation and other areas of governance, primarily on participatory processes, public/private interface, decentralization, legislative strengtheningnd cross-sectoral linkages. Pat manages the Implementing Policy Change project, which over the last nine years has provided assistance in over 40 countries, conducted applied research, and disseminated lessons to promote effective host-country leadership of policy change. She has worked in the international development field for the last 19 years as technical expert, project manager, trainer, and facilitator and provided assistance in over 25 countries worldwide. Prior experience included community organization and planning in the United States and development management training and technical assistance through the U.S. Department of Agriculture.

Susan Jay received a B.A. in government/international affairs from the University of Notre Dame and an M.S. in foreign service from Georgetown University, with a concentration in international development and a regional focus on SubSaharan Africa. As a Fulbright Scholar in Zimbabwe, she researched land distribution and land tenure reform. Afterwards, Susan worked at SRI International, the National Democratic Institute, the World Bank, and briefly at the U.S. Embassy in Cameroon. Before joining USAID, she focused on a number of issues in Africa: food security, women in development, health policy and structural adjustment, the impact of HIV/AIDS, governance programs, peacekeeping, and humanitarian intervention. In 1997, Susan joined the Center. She served as the ANE regional coordinator and now is the AFR regional coordinator and leader of the Center's gender team.

Josh Kaufman received a B.A. in politics from Brandeis University and an M.A. in international affairs (with a focus on democratization and U.S. foreign policy) from George Washington University. Prior to joining the Center's Information Unit, Josh worked on the Rule of Law Initiative at the U.S. Institute of Peace, at NDI, and at the Academy for Educational Development, administering technical training for NIS officials. Josh has recently joined the strategies team, where he coordinates the Center's E&E regional team. Most recently, he was manager of the G/DG Information Unit, providing research and information support for Center leadership.

(Michael) Eric Kite received bachelor's degrees from the University of Missouri in political science and German and a master's degree from the Georgetown University School of Foreign Service in German and European studies. Before joining the Center as a Presidential Management Intern, Eric worked at the Balkan Institute and interned at the Department of State, including six weeks as the acting Germany Desk Officer. He is currently a member of the Center's governance team, concentrating on anti-corruption and general governance IQCs. Eric serves on the Center's Latin America/Caribbean team.

Susan Kosinski received a B.A. in political science from Rutgers University and a master's degree in public administration from American University. Before coming to USAID, Susan worked for the Robert F. Kennedy Memorial Foundation for three years. She began her USAID career as a Presidential Management Intern in 1989, helping to establish USAID's Democracy Program in Central and Eastern Europe. For several years, she took the lead in managing the E&E Bureau's local government and public administration programs. Before joining the Center, Susan was the democracy officer in USAID/Bosnia for three years, establishing USAID's program in Bosnia following the signing of the Dayton Peace Accords in 1995.

Gail Lecce joins the Center as the rule of law team leader. She has a B.A. from Penn State University in English literature and a J.D. from Harvard Law School. Gail worked for a law firm in Hawaii before joining USAID in the Office of the General Counsel (GC) in 1979. Her USAID career has been split between GC and democracy officer positions. Assignments have included regional legal advisor for Central America (posted in Costa Rica), assistant general counsel for contracts, and head of the democracy offices in El Salvador and Honduras.

Neil Levine is the Center's senior advisor for governance issues. Prior to joining the Center, Neil served as deputy director for the Office of Central American Affairs, with responsibilities for the AID/W operations in support of the sub-region's four sustainable development missions, the Panama program, and the regional program headquartered in Guatemala. He has a strong interest in countries in transition and worked closely in support of the LAC/CEN missions' programs to support implementation of the peace accords in El Salvador and Guatemala. For the past 18 months, he has worked to develop the strategy, budget justification, and implementation of the post-Hurricane Mitch Hurricane Reconstruction programs in Central America. Prior to serving in the LAC Bureau, Neil served as the LPA congressional liaison officer for the Latin America Bureau and the Center. Before coming to USAID, Neil served on Capitol Hill for 10 years, first on the House Subcommittee on Western Hemisphere Affairs and then as legislative assistant for foreign affairs to Congressman Edward Feighan (OH). He has also worked as a research assistant at Human Rights Watch in New York. Neil has a master's in international affairs from the School of International and Public Affairs, and a certificate from the Institute for Latin American and Iberian Studies, Columbia University. He has a B.A. from Earlham College.

Sean McClure joined the Center as a PMI. He holds B.A.s in political science, history, and Spanish from Purdue University, an M.A. in Latin American history from Purdue University, and an M.A. in comparative and regional studies with a focus on Latin America from American University. Sean has worked as a legislative assistant in the Indiana General Assembly and as a political assistant at the Brazilian Embassy in Washington, D.C. His M.A. thesis at American University focused on implementation of the peace accords in Guatemala and their relation to sustainable democracy. At Purdue, Sean worked on a study of post-conflict transitions in Mozambique, Angola, Guinea Bissau, Cape Verde, and Sao Tome and Principe. At the Center, he serves on the elections and political processes team.

Kara McDonald holds an M.A. in international affairs from the Fletcher School of Law and Diplomacy. Her concentrations included democracy, human rights, conflict resolution, and international assistance to transitional societies. Prior to joining USAID, Kara worked for the Organization for Security and Cooperation in Europe on the 1997 and 1998 Bosnian elections. She served as a Fulbright Research Assistant in France and has worked on women in development issues with the Federation of the Red Cross/Red Crescent Societies in Geneva. As a Presidential Management Intern with the Center, Kara works on the elections and political processes team, managing the IFES IQC and the E&E portion of the CEPPS cooperative agreement (with NDI, IRI, and IFES).

Aud-Frances McKernan earned her bachelor's degree at the University of California, Los Angeles, and her master's degree at the Johns Hopkins School of Advanced International Studies. Prior to joining the Center as a PMI, Aud-Frances completed a four month NSEP fellowship in Mozambique, worked as research assistant to John Harbeson at the U.S. Institute of Peace, and completed an internship at the Center for Strategic and International Studies. She served three years as a Peace Corps Volunteer in the Republic of Congo, and spent a summer working at the U.S. Embassy in Lesotho. Aud-Frances is a member of the elections and political processes team and manages the ANE portfolio as well as select African countries for the CEPPS cooperative agreement. She also manages the Democracy Fellows cooperative agreement, and serves on the Center's Africa team, backstopping Mozambique and the Regional Center for Southern Africa.

Michaela Meehan is the senior labor advisor for and is responsible for policy guidance and program design, implementation, and evaluation. She also provides technical support to USAID Missions and coordination of USAID's labor activities with other elements of the U.S. government. Michaela is seconded to USAID from the U.S. Department of Labor's Bureau of International Labor Affairs where she was an international policy analyst, with responsibilities in both Europe and Asia. She has an extensive background in education, employment, and training with a particular focus on lifelong learning and competitiveness through human resource development. Michaela is the author of two USG papers, one on school-to-work and life-long learning and the other on the social

impact of the Asian financial crisis on women. She began her career in the federal government as a Presidential Management Intern and holds a master's of management degree from the Heller School at Brandeis University and a bachelor's degree in international relations from Brown University.

Michael Miklaucic received his master's degree from the London School of Economics, where he studied international economics and relations. He is currently a doctoral candidate in U.S. foreign policy at Johns Hopkins University, School of Advanced International Studies. Michael has worked on human rights/rule of law assistance since 1983. He organized and participated in election observation missions in Haiti, the Republic of Georgia, Yemen, and Egypt. Prior to joining USAID he worked for BDM International, the International Republican Institute, and the International Law Institute.

David Nelson has been a member of USAID's Foreign Service cadre since 1976. After serving in Kenya and India, he worked for 10 years as a democracy officer engaged with U.S. and local civil society organizations in Indonesia and the Philippines. David joined the Center's civil society team in October 1999 following a three-year assignment with the Bureau of Humanitarian Response. He has an M.A. in public administration (with a focus on development administration and economics) from Syracuse University's Maxwell School of Citizenship and Public Administration, and B.A.s in political science and history from California State University at San Francisco.

Katherine Nichols received her B.A. in political science from the University of California-Berkeley and her master's of public administration degree and an M.A. in international studies from the University of Washington, Graduate School of Public Affairs. Prior to joining USAID, she did various municipal and county government work, served as researcher for the Institute for Public Policy and Management (University of Washington), and as researcher/writer for the Women's Leadership Project. As a volunteer for Volunteers for Peace in Milan, Italy, Katherine lived and worked with former political prisoners managing a NGO rehabilitation center. As a Presidential Management Intern with USAID, Katherine spent six months working in M/Management Planning and Innovation on developing ADS audit (accounting and performance) handbooks, the Audit Brief, and audit implementation tracking. She spent 18 months as country development officer for USAID/Guinea and (then) Zaire, and three months in Conakry managing the R-4 development process and producing the final document with the mission's SO teams, the mission's New Partnership Initiative Leading Edge Mission Report, and assisting with critical procurement actions. At the Center, she serves as Africa regional manager for the CEPPS cooperative agreement and as the Center's Congo Task Force representative. She has conducted comprehensive DG assessments in Kenya, Liberia, and Rwanda. Katherine is on the Center's elections and political processes team and Africa team.

Meg O'Donnell is a detailee from the Department of Justice. She has a J.D. from George Mason University, a B.A. in English literature from Fairfield University, and is currently pursuing an M.A. in international commerce and policy at The Institute of Public Policy. Additionally, Meg is an adjunct professor at George Mason School of Law, teaching white collar crime. A career prosecutor with the Department of Justice, Meg has enjoyed tours of duty with the Organized Crime and Racketeering Section, the Money Laundering Section, and the Office of Enforcement Operations, as well as U.S. Attorneys' Offices in both Alexandria, VA and Washington, DC.

Michele Schimpp has worked on USAID democracy programs since 1991. She recently came back to work at the Center after spending four years in Haiti as the deputy chief in the Democracy Office managing local government, civil society, and rule of law programs. Before joining USAID in 1994, Michele supervised a multi-sectoral team of researchers for the Academy for Educational Development under contract to CDIE, as well as researched, analyzed, and produced reports on diverse issues related to democracy and governance including *USAID and Elections Support* and *USAID and Democratic Development*. In addition to Haiti, she has lived, worked, and studied in the Dominican Republic, Peru, and Nicaragua. She now serves as the Center's regional coordinator for Latin America and the Caribbean. Michele received her M.A. in Latin American studies from the University of California at Berkeley, and a B.A. in international affairs from the George Washington University.

Robin Silver holds an A.B. from Princeton's Woodrow Wilson School and a Ph.D. in political science from the University of California, Berkeley. As a Fulbright Scholar, she completed a study on state policies toward immigrant and refugee populations in the Middle East and Europe. Prior to joining USAID, Robin taught at the University of Oregon, Grinnell College, and University of Maryland, Baltimore County. Her research and

publications have encompassed public sector reform and decentralization, the development of nation-states, and performance measurement in public organizations. At USAID, Robin worked as a senior associate in integrated democracy studies in the Center for Development Information and Evaluation, where she focused on democracy promotion in post-conflict societies. As a member of the Center's strategies team, she works on issues related to Managing for Results, performance measurement, and strategic planning.

David Sip was a senior field and program director for the National Democratic Institute for International Affairs from 1996-99 working as a civic educator and organizer, first in Slovakia and then in Bosnia-Herzegovina. His work consisted of designing, implementing, and evaluating political/civic education; citizen organizing and advocacy; coalition-building; and organizational development activities. These programs evolved into grassroots organizations operating on local, regional, and national levels. In Bosnia with the Centers for Civic Initiatives, David was engaged in mobilizing the first domestic, multi-ethnic NGO election monitoring efforts. Previously, he worked as an organizer for the East Side Neighborhood Development Company in St. Paul, Minnesota, integrating citizen planning, organizing, and action into housing and commercial development activities. David was a U.S. Peace Corps volunteer in Kenya, teaching high school students and organizing rural development projects. He holds a J.D. in law from Drake University in Iowa, and serves as the manager of the Center's Information Unit.

Cheryl Sparks joined the Center as a web development specialist in January 1999. She holds an M.A. and Ph.D. in political science (political theory and international relations) from the University of North Carolina at Chapel Hill. She taught international organization and international law at North Carolina State University from 1991 to 1995, and taught political science at Ohio State University (Mansfield) from 1996 to 1998. In 1995, Cheryl received the Carrie Chapman Catt Research Award for her work in the area of women and politics. She has over three years of experience in web and graphic design, having designed and maintained web sites for political candidates, political organizations, and academic courses.

Jan Stromsem is on detail from the U.S. Department of Justice, Criminal Division, and is serving on the Center's rule of law team. She holds a B.A. from the College of Wooster, and an M.A. from l'Universite de Paris, Sorbonne. Prior to coming to the DG Center, Jan served for several years as the director of the International Criminal Investigative Training Assistance Program (ICITAP), a police training and development program funded by the Department of State and USAID. Major ICITAP program initiatives have included creating new and/or transitioned police forces in Panama, El Salvador, Haiti, Guatemala, Eastern Slavonia, and Bosnia, with smaller programs also running throughout Latin America and the Caribbean, Central Europe, the Middle East, and Africa. Beginning her federal career in 1971, Jan worked at the Departments of Treasury and Justice at the U.S. National Central Bureau of INTERPOL, serving as deputy chief until mid-1992, when she transferred to ICITAP.

John Wiebler has an M.A. degree in economics and a B.B.A. degree with an emphasis on finance. Prior to joining USAID, he spent five years in regional/city planning. Overseas tours with USAID have included Botswana, Morocco, Nepal, Zaire, and Zambia. John's USAID experience includes overall strategy development, program design, and performance monitoring systems.

Rachael Wilcox received an M.A. in international communication (with a focus on Central and Eastern Europe and intercultural communication) from American University and a B.A. in international culture and economy from Bentley College. She did field research and wrote her M.A. thesis on social and political integration of Russian speakers in Estonia. Prior to joining the Center's Information Unit, Rachael developed conferences and workshops for the American Society for Public Administration and Bentley College's Model UN, and served as media liaison for the Friends of Art and Preservation in Embassies. Rachael coordinates the Center's annual partners conference and training activities.

Dwayne Woods is currently on leave from Purdue University in West Lafayette, Indiana where he is an associate professor of political science. At the Center, he is a Democracy Fellow with the civil society team. Dwayne's primary area of expertise is civil society, in particular the role that associations play in shaping its development and dynamics. He has published in leading academic journals such as the *Journal of Modern African Studies* and *African Studies Review* on rural and urban associations. Dwayne's current focus is on the transnational dimension of civil society.

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Fax: (202) 778-4525

Associates in Rural Development (ARD)
110 Main Street
P.O. Box 1397
Burlington, VT 05402
Tel: (802) 658-3890
Fax: (802) 658-4247
Web site: www.ardinc.com

Casals & Associates, Inc. (C&A)
1199 North Fairfax Street
Alexandria, VA 22314
Tel: (703) 920-1234
Fax: (703) 920-5750
Web site: www.casals.com

Creative Associates International, Inc. (CAII)
5301 Wisconsin Ave., NW
Suite 700
Washington, DC 20015
Tel: (202) 966-5804
Fax: (202) 363-4771
Web site: www.caii-dc.com

Development Alternatives, Inc. (DAI)
7250 Woodmont Avenue; Suite 200
Bethesda, MD 20814
Tel: (301) 347-5242
Fax: (301) 718-7968
Web site: www.dai.com/

Development Associates, Inc. (DA)
1730 North Lynn Street
Arlington, VA 22209-0677
Tel: (703) 276-0677
Fax: (703) 276-0432
Web site: www.devassoc1.com

Freedom House
1319 18th St., NW
Washington, DC 20036
Tel: (202) 296-5101
Fax: (202) 296-5078
Web site: www.freedomhouse.org

International Development Law
  Institute (IDLI)
Via di San Sebastianello, 16
00187 Rome, ITALY
Tel: 39-6-6992-2745
Fax: 39-6-678-1946
Web site: www.idli.org

International Foundation for
  Election Systems (IFES)
1101 15th Street, NW; Third Floor
Washington, DC 20005
Tel: (202) 828-8507
Fax: (202) 452-0804
Web site: www.ifes.org/

International Labor Rights Fund
733 15th Street, NW; Suite 920
Washington, DC 20005
Tel: (202) 347-4100
Fax: (202)347-4885
Web site: www.laborrights.com

International Republican Institute (IRI)
1212 New York Avenue, NW
Washington, DC 20005
Tel: (202) 408-9450
Fax: (202) 408-9462
Web site: www.iri.org

IRIS Center
University Research Corporation
University of Maryland
College Park, MD 20742
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Fax: (301) 405-3020
Web site: www.inform.umd.edu/iris

Management Sciences for Development,
  Inc. (MSD)
1001 Connecticut Avenue, NW; Suite 719
Washington, DC 20036
Tel: (202) 785-8228
Fax: (202) 318-2157

Management Systems International (MSI)
600 Water Street, SW
Washington, DC 20024
Tel: (202) 484-7170
Fax: (202) 488-0754
Web site: www.msiworldwide.com

National Center for State Courts (NCSC)
1700 North Moore Street
Suite 1710
Arlington, VA 22209
Tel: (703) 841-0200
Fax: (703) 841-0206
Web site: www.ncsc.dni.us/

National Democratic Institute for
  International Affairs (NDI)
1717 Massachusetts Avenue, NW
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Fax: (202) 939-3166
Web site: www.ndi.org/

Research Foundation of SUNY
State Univ. of New York (SUNY)
Sponsored Programs Office
State University Plaza
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Research Triangle Institute (RTI)
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Web site: www.rti.org/cid/
cid.html

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Web site: www.worldlearning.org

PN-ACH-301

Center for Democracy and Governance
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